

10

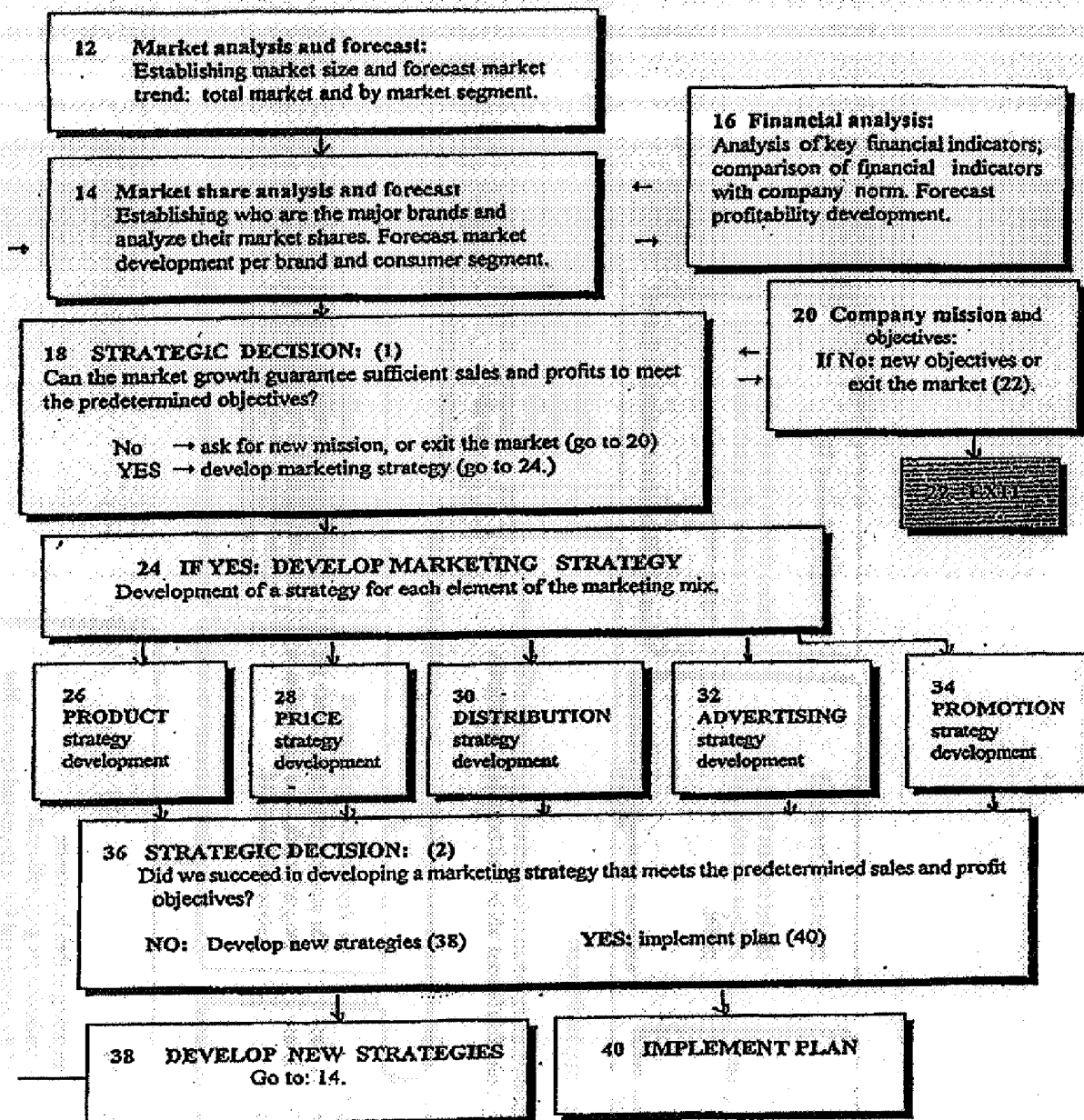


Fig. 1

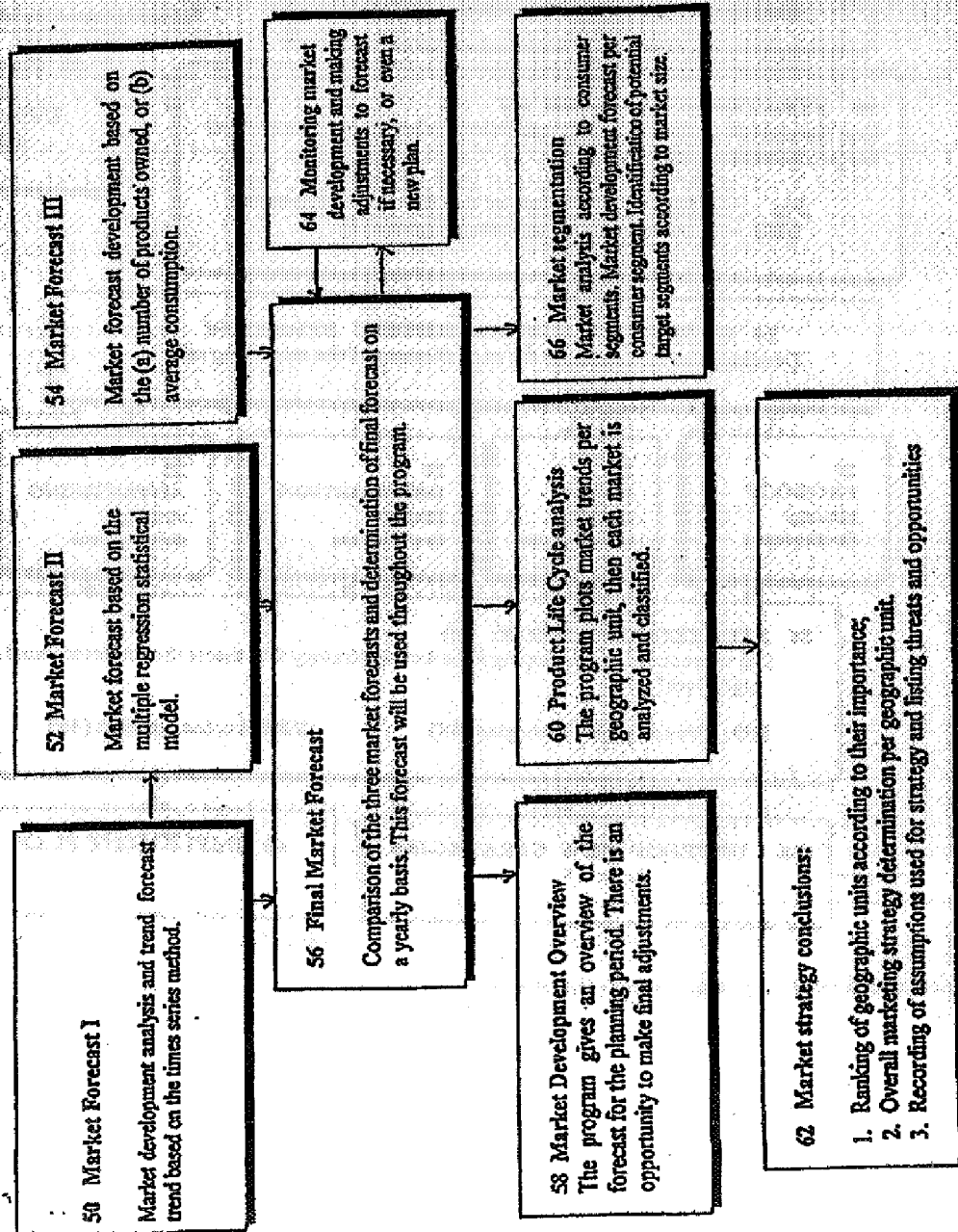


Fig. 2.

14

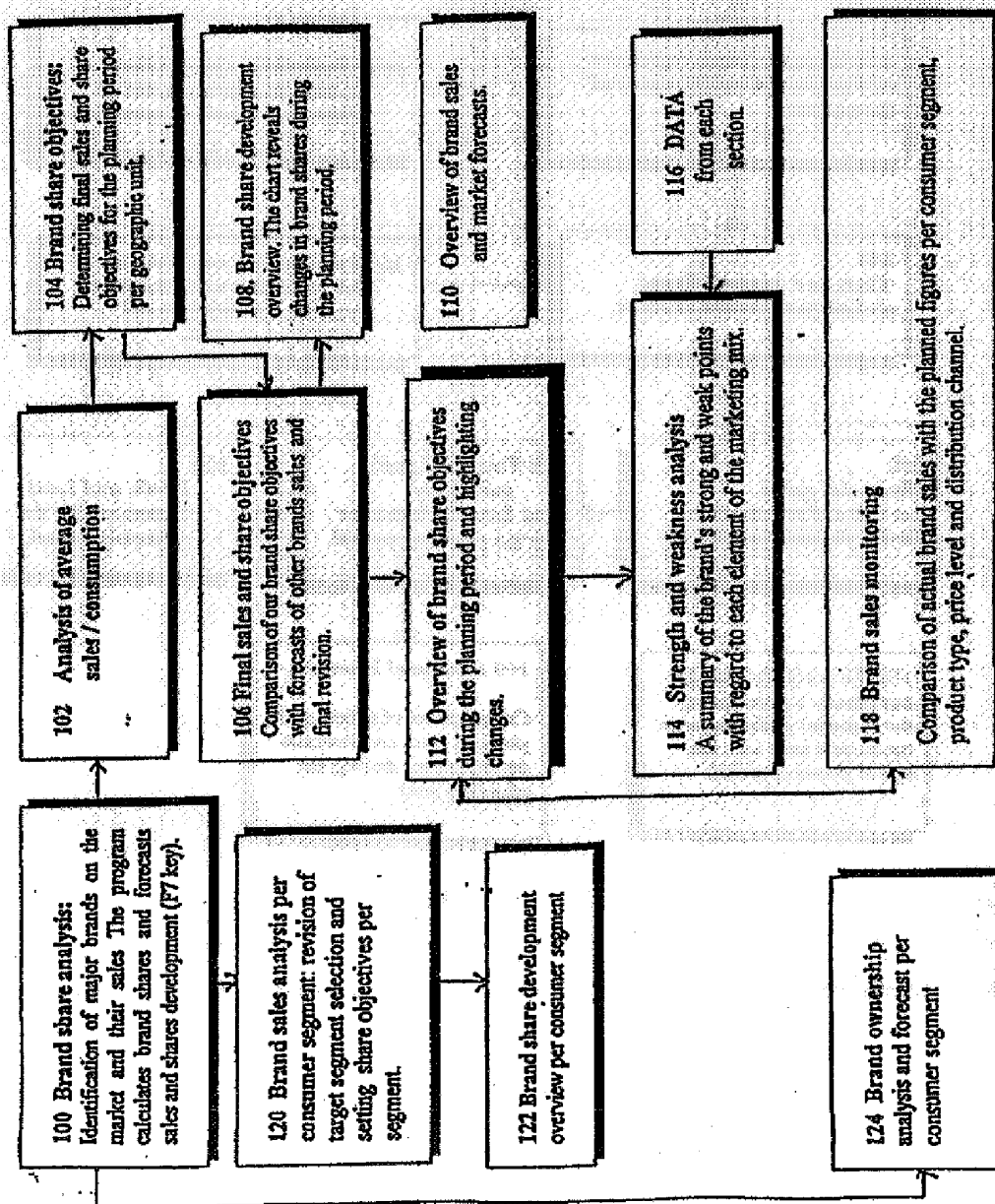


Fig. 3.

16

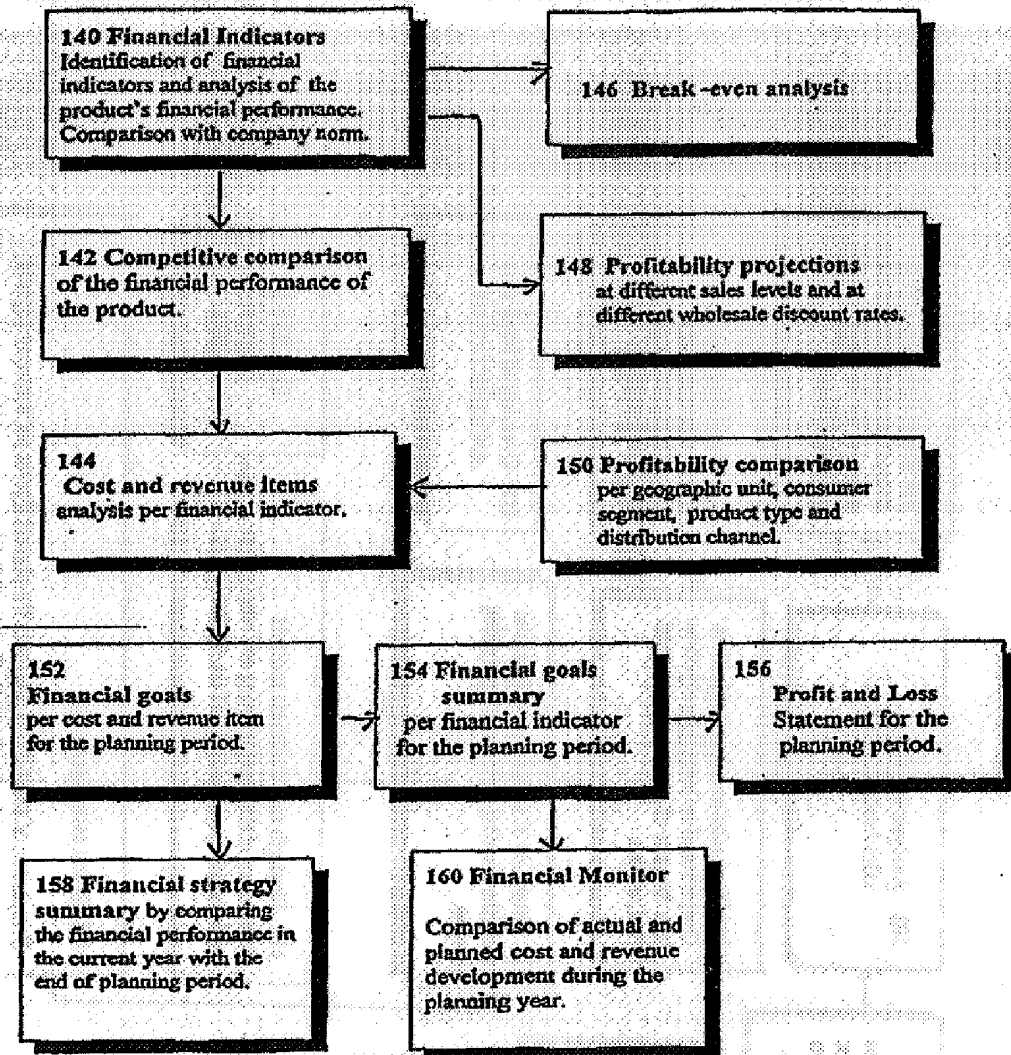


Fig. 4

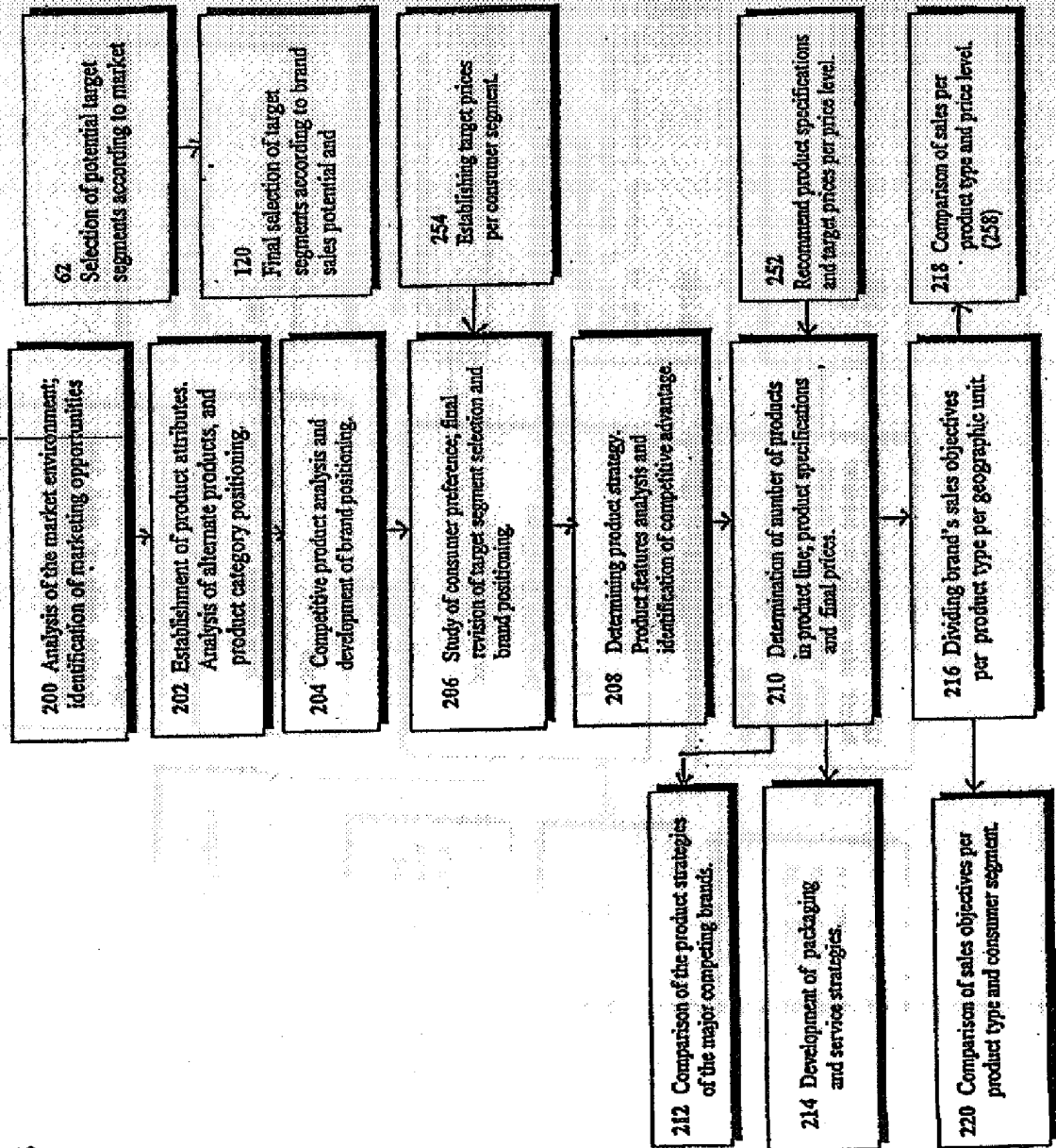


Fig. 5

26B

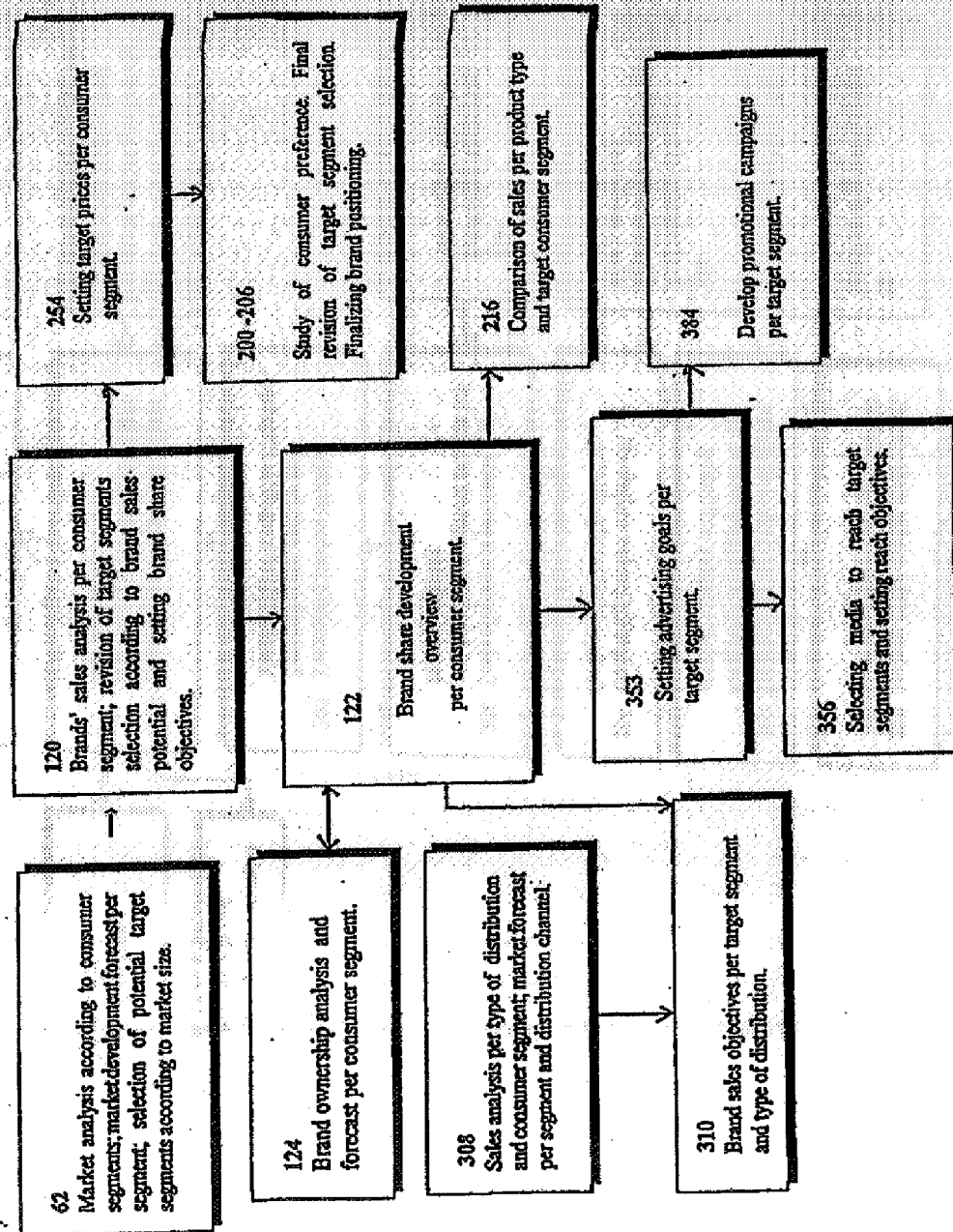


Fig. 6

28

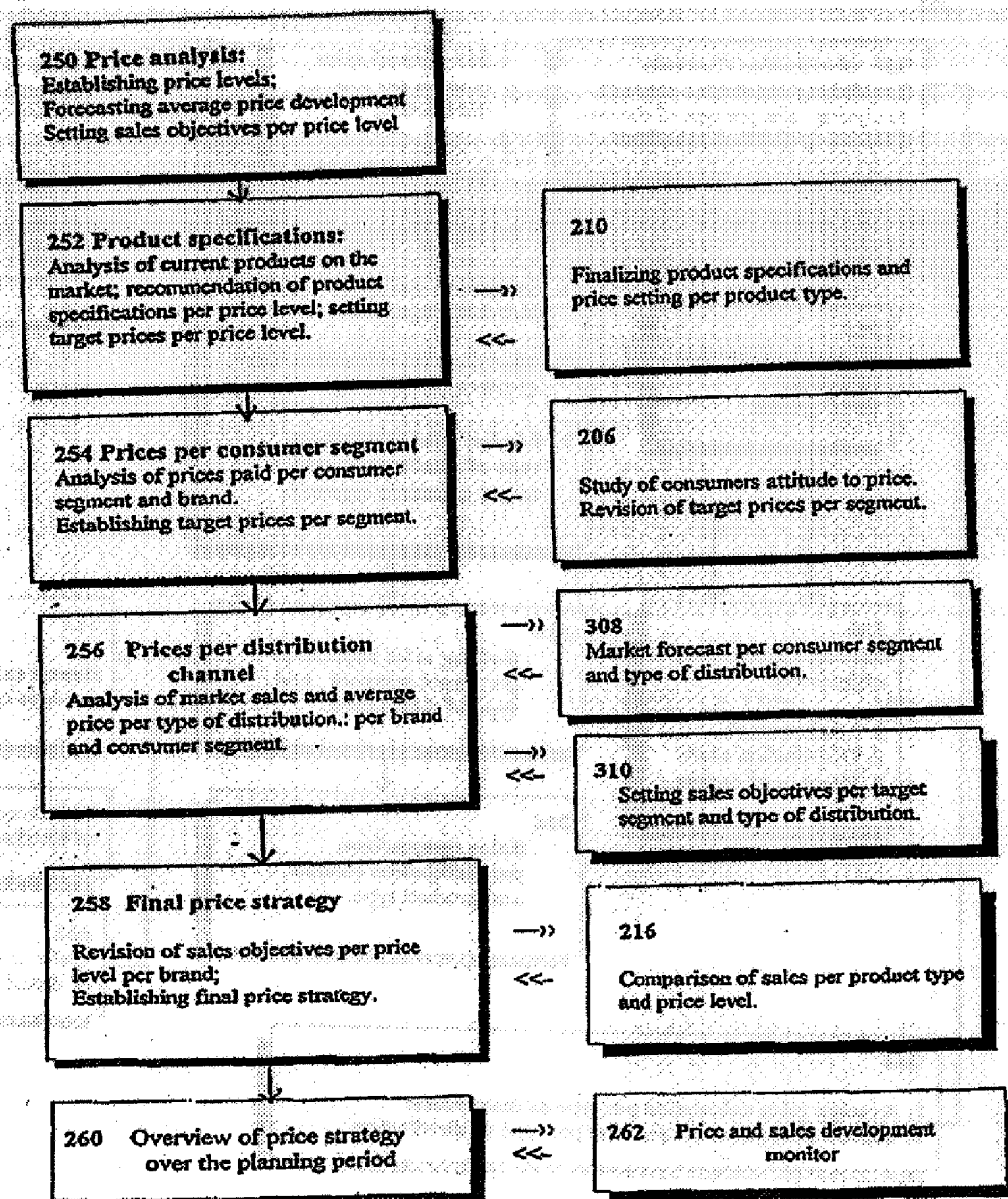


Fig. 7

30

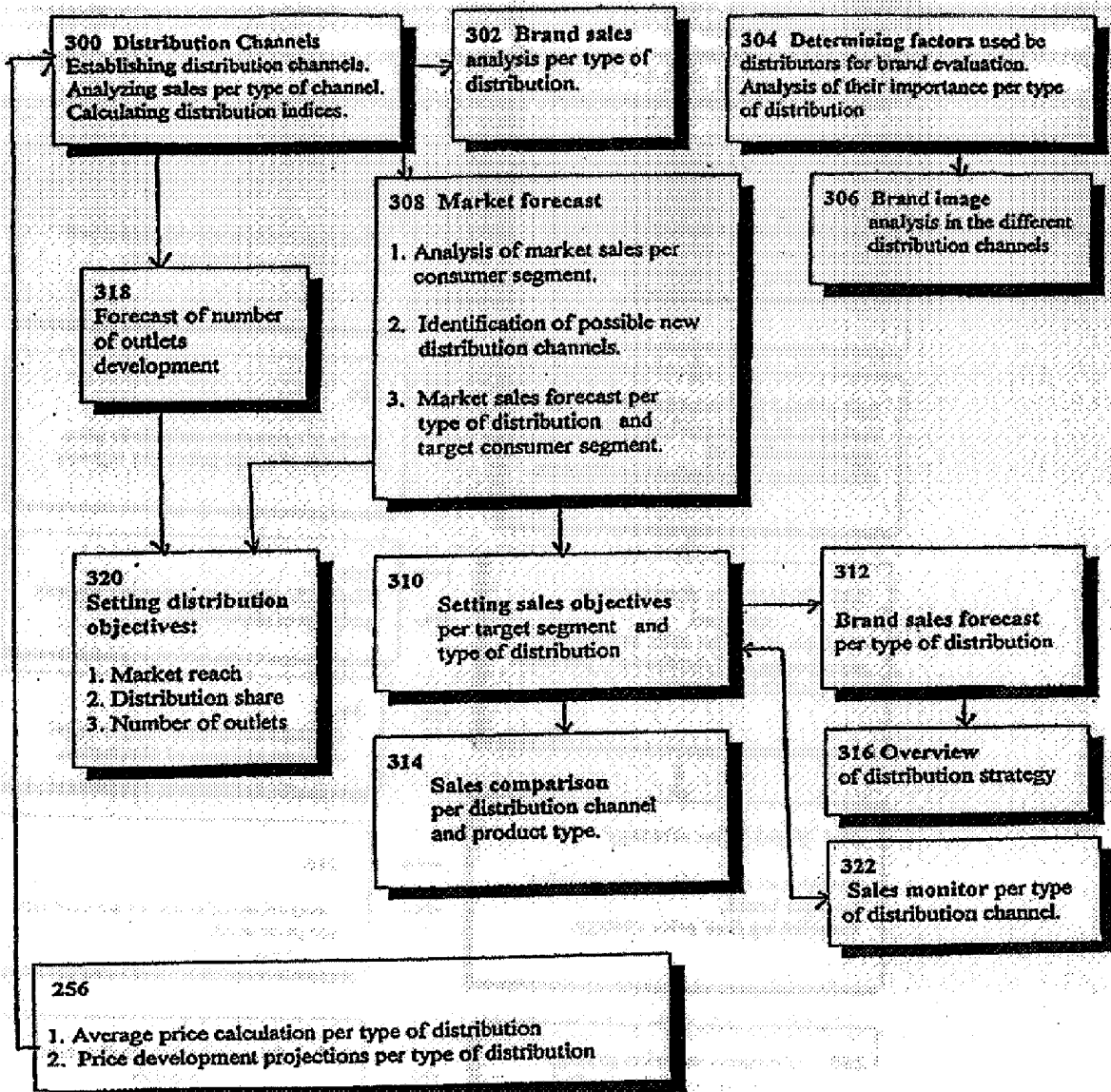


Fig. 8

Fig. 1 Block 32

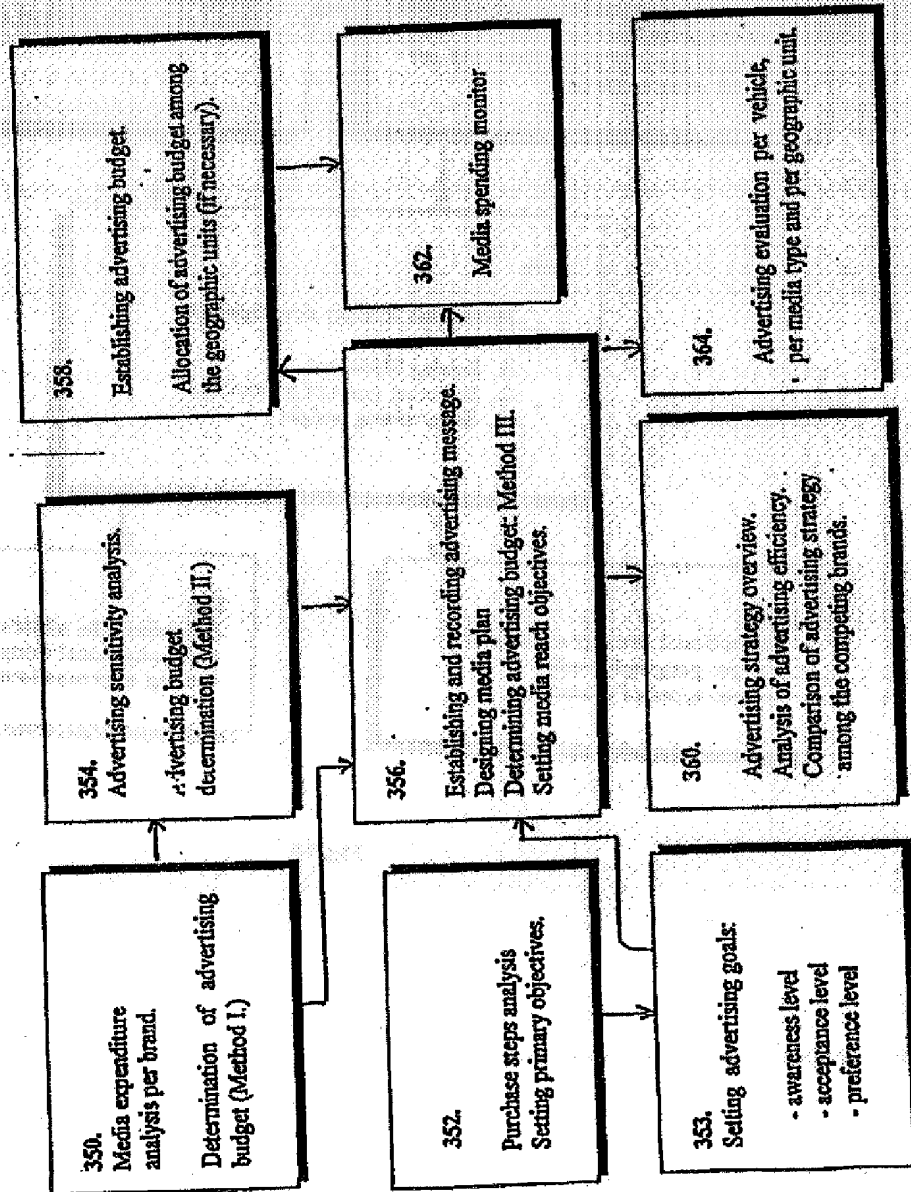


Fig. 9

Fig. 1 Block 34.

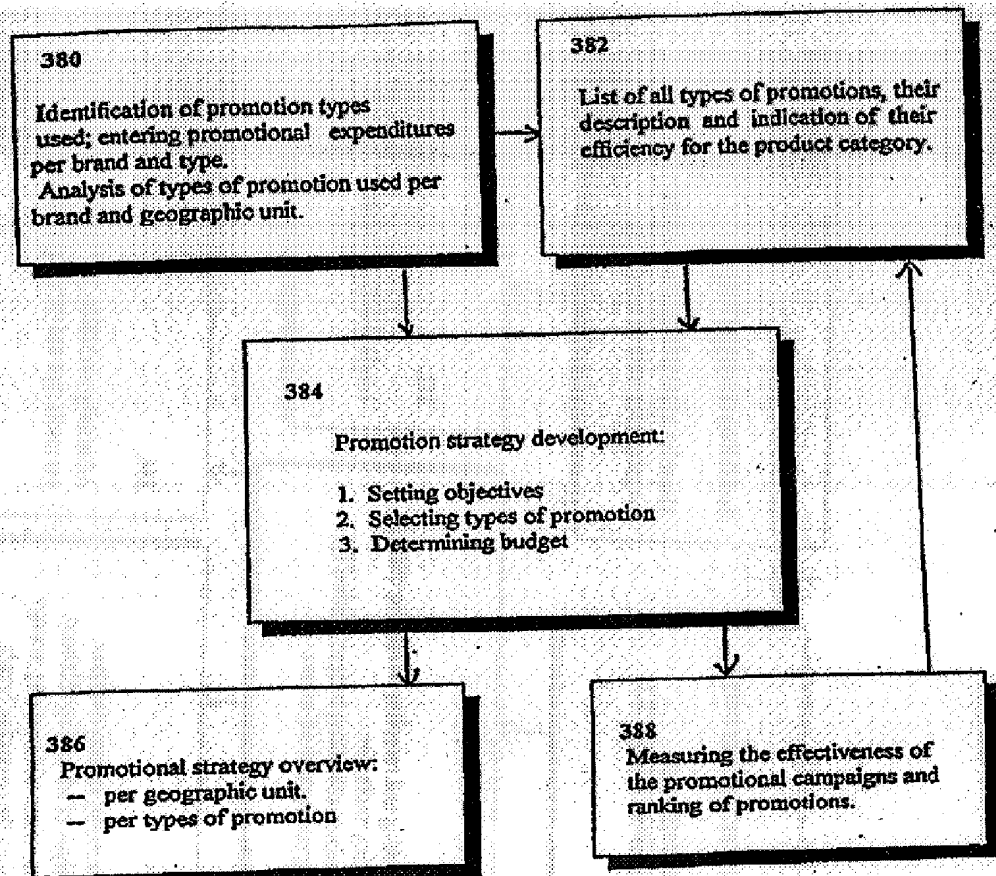


Fig. 10

MARFIN: THE MARKETING CONSULTANT²

400	402	404	406	408	410	412	414	416
Explains the marketing task, and how the chart works	unit/S switch	Information needed list	List of assumptions	List of strategic options	List of conclusions	Forecast I	Section flowchart	Chart explanation
F1	F2	F3	F4	F5	F6	F7	F8	F9

Preassigned chart to perform a certain marketing task = the working platform of the planner

422	424	426
Ctrl-M, Ctrl-Pg up, Ctrl-Pg down	Ctrl-S	Ctrl-G
Brings up a small menu with enables the planner to move around the charts by typing in the chart number.	Brings up the subchart menu belonging to the main chart. The subcharts rearrange the numbers entered in the main chart so as to reveal their marketing meaning.	Brings up the menu of the graphs belonging to the main chart. The graphs show trends and help design strategy.

430 Shift F1 - F10 keys vary with charts. They have two main functions:

- (a) Help change the variables in the main chart, (like F2 changes geographic units), or
- (b) Help customize the chart

FIG. 11

Fig. 12a

MARKET DEVELOPMENT - FORECAST I

Geographic Units	Past Year		Past Year		Future Year		Future Year	
	Consumer Demand	Growth Rate %	Consumer Demand	Growth Rate %	Consumer Demand	Growth Rate %	Consumer Demand	Growth Rate %
	Col. 1	Col. 2	Col. 1	Col. 2	Col. 3	Col. 4	Col. 3	Col. 4
TOTAL Market								

Fig. 12b

GROWTH RATE COMPARISON

Geographic Units	Year			Year		
	Growth Rate Units %	Growth Rate Dollars %	Difference	Growth Rate Units %	Growth Rate Dollars %	Difference
	Col. 1	Col. 2	Col. 3			
TOTAL Market						

Fig. 12c

MARKET DEVELOPMENT - FORECAST II

Geog. Unit	(Units)						
	Year	Year	Year	Future Year	Future Year	Future Year	Future Year
Market Development	Col. 1	Col. 2					
Influencing Factors							
Factor I							
Factor II							

Factor III							
------------	--	--	--	--	--	--	--

Fig. 12d

NUMBER OF PRODUCT OWNERS AND SATURATION DEGREES

Cons. Seg.

Geog. Units	Year			Year		
	Consumer Base (000)	Product Owners (000)	Saturation Degree %	Consumer Base (000)	Product Owners (000)	Saturation Degree %
	Col.1	Col.2	Col.3			
TOTAL Market						

Fig. 12e

AVERAGE CONSUMPTION

Cons. Seg.

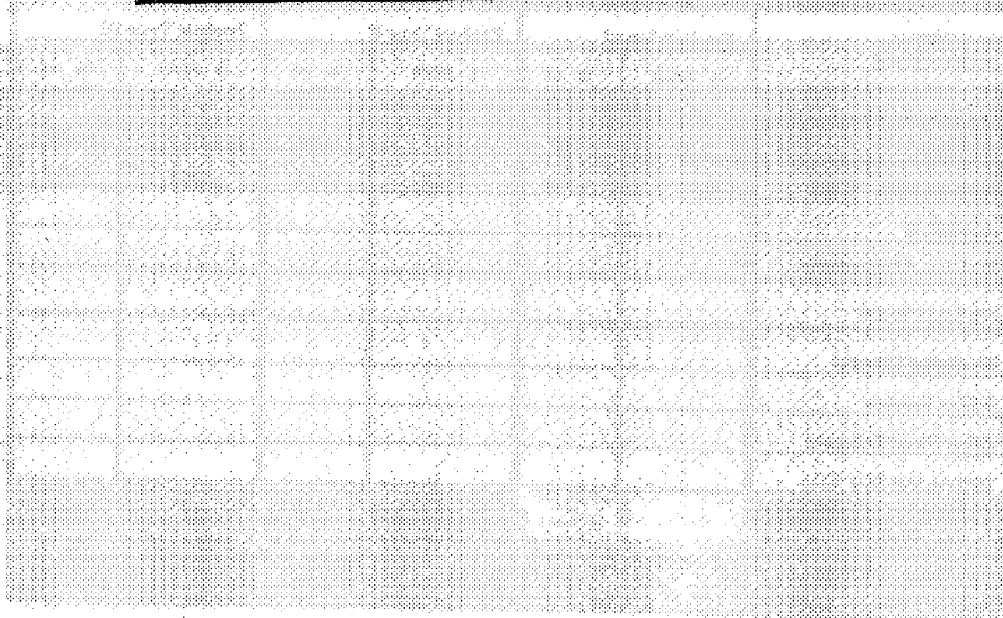
GEOG. UNITS	Year			Year		
	Consumer (000)	Average Consumption	Sales (000)	Consumer (000)	Average Consumption	Sales (000)
	Col.1	Col.2	Col.3			
TOTAL Market						

Fig. 12f

MARKET PENETRATION FORECAST

(000)

Geog. Units	Year					
	Consumer Base (000)	Products Owned	Penetration Degree %	Consumer Base (000)	Products Owned	Penetration Degree %
	Col.1	Col.2	Col.3			
TOTAL						



Name		Address		City		State
No.	Street	No.	Street	No.	Street	
1	100	1	100	1	100	1
2	200	2	200	2	200	2
3	300	3	300	3	300	3
4	400	4	400	4	400	4
5	500	5	500	5	500	5
6	600	6	600	6	600	6
7	700	7	700	7	700	7
8	800	8	800	8	800	8
9	900	9	900	9	900	9
10	1000	10	1000	10	1000	10

Fig. 14i
PRODUCT PROFITABILITY
Year

Geog. Unit							
FINANCIAL INDICATORS		Product Type I		Product Type II		Product Type III	
		\$ (000)	% of Sales	\$ (000)	% of Sales	\$ (000)	% of Sales
SALES			100		100		100
Cost of Goods	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
REVENUE							
Revenue Adjustments							
NET REVENUE							
Marketing Expense							
Selling Expense							
Other Direct Expenses							
TOTAL DIRECT EXP.							
BRAND CONTRIBUTION							
BUSINESS INCOME							

w/a = without allocations

Fig. 14j
PROFITABILITY COMPARISON PER CONSUMER SEGMENT
Year

Geog. Unit							
FINANCIAL INDICATORS		Total		Segment I		Segment II	
		\$ (000)	% of Sales	\$ (000)	% of Sales	\$ (000)	% of Sales
SALES			100		100		100
Cost of Goods	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
REVENUE							
Revenue Adjustments							
NET REVENUE							
Marketing Expense							
Selling Expense							
Other Direct Expenses							
TOTAL DIRECT EXP.							

BRAND CONTRIBUTION						
BUSINESS INCOME						

w/a = without allocations

Fig. 14k

PROFITABILITY COMPARISON PER DISTRIBUTION CHANNEL

Geog. Unit

Year

FINANCIAL INDICATORS	Total		Channel I		Channel II	
	\$ (000)	% of Sales	\$ (000)	% of Sales	\$ (000)	% of Sales
SALES		100		100		100
Cost of Goods Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
REVENUE						
Revenue Adjustments						
NET REVENUE						
Marketing Expense						
Selling Expense						
Other Direct Expenses						
TOTAL DIRECT EXP.						
BRAND CONTRIBUTION						
BUSINESS INCOME						

w/a = without allocations

Fig. 141
GOALS PER COST ITEM

Geog. Unit	Product Type		(\$000)			
	CURRENT YEAR		YEAR		YEAR	
	\$ (000)	% of Sales	\$ (000)	% of Sales	\$ (000)	% of Sales
SALES		100		100		100
COST OF GOODS Col.1	Col.2	(Col.3)	Col.4	Col.5	Col.6	Col.7
REVENUE						
ADJUSTMENTS						
Adjustment I						
Adjustment II						
NET REVENUE						
MARKETING EXPENSE						
Advertising						
Promotion						
Market Research						
Other						
SELLING EXPENSE						
Sales Force						
Administration						
Other						
OTHER DIRECT EXP.						
Expense I						
Expense II						
Expense III						
INDIRECT EXPENSES						
Expense I						
Expense II						
ALLOCATIONS						
Allocation I						
BUSINESS INCOME						
HURDLE RATE						

DIFFERENCE						
------------	--	--	--	--	--	--

Fig.14 m
GROWTH RATE PER COST/REVENUE ITEM

Geog. Unit	Product Type:		(\$000)		
GROWTH RATE %			% of SALES		
			Current year	YEAR	Difference
Col.1	SALES	Col.2	Col.3	Col.4	Col.5
	REVENUE ITEMS				
	1.				
	2.				
	3.				
	4.				
	AVE GROWTH RATE %				
	COST ITEMS				
	1.				
	2.				
	3.				
	4.				
	5.				
	AVE GROWTH RATE %				

Fig. 14n
GOALS PER KEY FINANCIAL INDICATOR

Geog. Unit			Product Type:			
FINANCIAL INDICATORS	CURRENT YEAR		YEAR		YEAR	
	\$ (000)	Growth Rate %	\$ (000)	Growth Rate %	\$ (000)	Growth Rate %
SALES Col.1	Col.2	Col.3	Col.4	Col.5		
Cost of Goods						
REVENUE						
Revenue Adjustments						
NET REVENUE						
Marketing Expense						
Selling Expense						
Other Direct Exp.						
TOTAL DIRECT EXP.						
BRAND CONTRIBUTION						
Indirect Expenses						
TOTAL EXPENSES Without Allocations						
PROFIT (LOSS)						
Allocations						
TOTAL EXPENSES						
BUSINESS INCOME						

Fig. 14o
GROWTH RATE ANALYSIS: Geographic units

Financial Indicators					Product Type:			
Geog. Units	Current year		year		year		year	
	\$ (000)	Growth %	\$ (000)	Growth %	\$ (000)	Growth %	\$ (000)	Growth %
Col.1	Col.2	Col.3	Col.4	Col.5				
Total								

Fig. 14p

PROFIT AND LOSS STATEMENT

Geog. Unit		Product Type:					
FINANCIAL INDICATORS		CURRENT YEAR		YEAR		YEAR	
		(\$1000)	Br. Sales	(\$1000)	Br. Sales	(\$1000)	Br. Sales
SALES			100		100		100
Cost of Goods	Col.1	Col.2	Col.3	Col.4	Col.5		
NET REVENUE							
Marketing Expense							
Selling Expense							
Other Direct Exp.							
TOTAL DIRECT EXP.							
BRAND CONTRIBUTION							
Indirect Expense							
TOTAL EXPENSES Without Allocations							
Business Income b/allocations							
Allocations							
TOTAL EXPENSES							
BUSINESS INCOME							
% Change in R.O.S.							
% Change in Sales							
% Change in Br. Contr.							
% Change in B. Income							

b/allocations. = before allocations

Br. Contr. = Brand Contribution

R.O.S = Return on Sales = (Business Income / Sales)*100

Fig. 14r
SUMMARY OF FINANCIAL STRATEGY

Geog. Unit		CURRENT YEAR		PREVIOUS YEAR		PERCENTAGE CHANGE		GROWTH RATE
FINANCIAL INDICATORS		\$ (000)	% of Sales	\$ (000)	% of Sales	\$ (000)	% of Sales	
SALES			100		100		100	
Cost of Goods	Col1	Col2	Col3	Col4	Col5	Col6	Col7	Col8
NET REVENUE								
Marketing Expense								
Selling Expense								
Other Direct Exp.								
TOTAL DIRECT EXP								
BRAND CONTRIBUTION								
Indirect Expense								
TOTAL EXPENSES Without Allocations								
BIT before Allocations								
Allocations								
TOTAL EXPENSES								
BUSINESS INCOME								

Fig. 14s
FINANCIAL MONITOR

Geog. Unit	YEAR/Period	Product Type:				Distr. Channel:		(\$000)	
Financial Indicators	Year-to-Date					Period:			
	Plan	Actual	Difference		Q1	Q2	Difference		
			\$	%			Q1	Q2	
SALES	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
Cost of Goods									
REVENUE									
Revenue Adjustments									
NET REVENUE									
Marketing Expense									
Selling Expense									
Other Direct Expenses									
Total Direct Exp.									
BRAND CONTRIBUTION									
BUSINESS INCOME									

Fig. 14v
MONITOR PER GEOGRAPHIC UNIT

Year/Period:	Financial Indicator:		Product Type:		Distr.Channel:		(\$000)		
Geographic Units	Year-to-Date:				Period:				
	Plan	Actual	Difference		Plan	Actual	Difference		
			#	%			\$	%	
Geog. Unit I Col.1	Col.2	Col.3	Col.4	Col.5	Col. 6	Col.7	Col.8	Col.9	
Geog. Unit II									
Geog. Unit III									
Geog. Unit IV									
TOTAL									

Fig.15a

MARKET ENVIRONMENT ANALYSIS

Geog. Unit	Year					
	Consumer Base		Market		Market/Consumer	SELECTION
	\$ (000)	%	\$ (000)	%	%	
SUBMARKETS	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
1. Col.1						
2.						
3.						
4.						
5.						
BASE						

X = The same product category Y = new product category Z = Competitive threat

Fig. 15b

RANKING OF SUBMARKETS

Geog. Unit		Year	
NUMBER OF CONSUMERS		MARKET SIZE	
SUBMARKETS	# 000	SUBMARKETS	\$(000)
1. Col.1	Col.2	1. Col.3	Col.4
2.		2.	
3.		3.	
4.		4.	
5.		5.	

SUBMARKET/CONSUMER	
SUBMARKETS	%
1. Col.5	Col.6
2.	
3.	
4.	
5.	

Also in units.

Fig.15c

DEVELOPMENT OF

Geog. Unit								
Submarket	Past Year		Past Year		Future Year		Future Year	
	#	Growth Rate %	#	Growth Rate %	#	Growth Rate %	#	Growth Rate %
Col.1	Col.2	Col.3						
TOTAL								

Fig. 15d

..... PER GEOGRAPHIC UNIT

Submarket								
Geographic Unit	Past Year		Past Year		Future Year		Future Year	
	#	Growth Rate %	#	Growth Rate %	#			
Col.1	Col.2	Col.3						
TOTAL								

Fig. 15e

PRODUCT ANALYSIS

Geog. Unit	Year	Cons. Segment			Scale: 5-1		
		The Product	Alternative Product I	Alternative Product II	Better	Y/N	Rank
1. Consumer Need	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
1.1 Attribute							
1.2 Attribute							
2. Consumer Need							
2.1 Attribute							
2.2 Attribute							
No. of Consumers (000)							
Market Size (000)							

Scale = 5 excellent 4-3-2 = acceptable 1 = not acceptable
 Y/N = yes/no market opportunity = there is a market opportunity if there is no alt.
 Product with a valuation of (5)

Fig. 15f.

RANKING OF PRODUCTS

Geog. Unit		Year	Cons. Segment			Scale: 1-5		
Product Attribute (1)			Product Attribute (2)			Product Attribute (3)		
Products	Y/N	Score	Products	Y/N	Score	Products	Y/N	Score
1. Col.1	Col.2	Col.3	1.			1.		
2.			2.			2.		
3.			3.			3.		
4.			4.			4.		

Fig. 15g

RANKING OF PRODUCT ATTRIBUTES

Geog. Unit			Year			Cons. Segment			Scale: 1-5		
The Product			Alternate Product I			Alternate Product II					
Attributes	Y/N	Score	Attributes	Y/N	Score	Attributes	Y/N	Score			
1. Col.1	Col.2	Col.3	1.			1.					
2.			2.			2.					
3.			3.			3.					
4.			4.			4.					

Fig. 15h

COMPETITIVE ANALYSIS

Geog. Unit		Year		Cons. Segment			Scale: 5-1	
Product Attributes		Alternate Products	The Brand	Brand 1	Better	Y/N	Rank	Competitive Advantage
Attribute (1)	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8
Attribute (2)								
Attribute (3)								
Attribute (4)								
Market Shares (%)								

Scale = 5 excellent 4-3-2 = acceptable 1 = not acceptable
 Y/N = yes/no market opportunity = there is a market opportunity if there is no alt.
 Product with a valuation of (5)

Fig. 15i

RANKING OF BRANDS

Geog. Unit			Year			Cons. Segment			Scale: 1-5		
Product Attribute (1)			Product Attribute (2)			Product Attribute (3)					
Brands	Y/N	Score	Brands	Y/N	Score	Brands	Y/N	Score			
1. Col.1	Col.2	Col.3	1.			1.					
2.			2.			2.					
3.			3.			3.					
4.			4.			4.					

Fig. 15j

RANKING OF PRODUCT ATTRIBUTES

Geog. Unit			Year			Cons. Segment			Scale: 1-5		
Brand I			Brand I			Brand II					
Attributes	Y/N	Score	Attributes	Y/N	Score	Attributes	Y/N	Score			
1. Col.1	Col.2	Col.3	1.			1.					
2.			2.			2.					
3.			3.			3.					
4.			4.			4.					

Fig. k

CONSUMER PREFERENCE ANALYSIS

Geog. Unit			Year			Scale: 1-5		
Consumer Base			Segment I			Segment II		
(000)			(000)			(000)		
Size of Segment Col.1	Col.2	100 Co. 3	Col.4	100 Col.5		100		100
Current Consumers								
Potential Consumers								
Product Attributes								
Price								
Target Segments								

Scale: (5) = very important (1) = not important at all

Fig.15 l

RANKING OF CONSUMER PREFERENCE

Geog. Unit	Year		Scale: 1-5		
Consumer Base	Scores	Segment	Scores	Segment	Score
1. Attribute		1.		1.	
2. Col.1	Col.2	2.		2.	
3.		3.		3.	
4.		4.		4.	
5.		5.		5.	

Fig. 15m

PRODUCT POSITIONING OVERVIEW

GEOGRAPHIC UNIT:

YEAR:

Brand Positioning

Segment Positioning

Combined

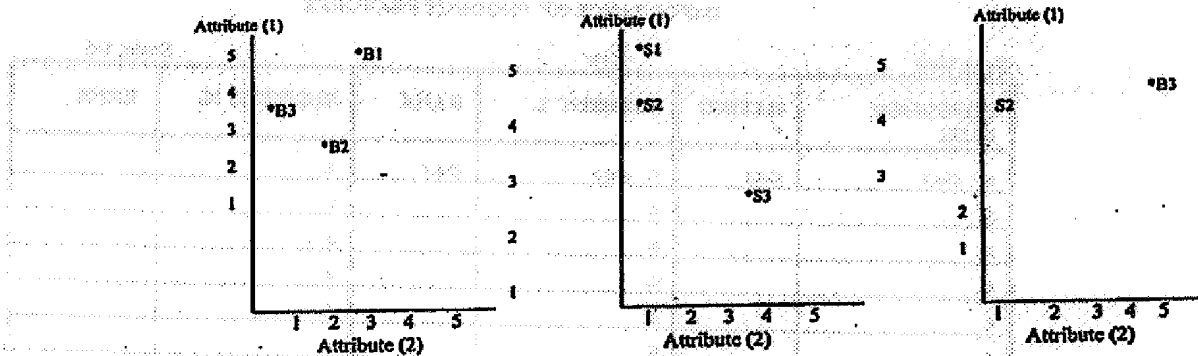


Fig. 15n

PRODUCT FEATURES ANALYSIS

Geog. Unit	Year	Consumer Segment		Scale: 1-5		
PRODUCT ATTRIBUTES/ FEATURES	Alternative Product	BRAND EVALUATION		Conclusions		
		The Brand	Brand I	Brand 2	Score	Y/N
1. ATTRIBUTE (1)	Col1	Col2	Col3	Col4	Col5	Col6
1.1 Feature						
1.2 Feature						
2. ATTRIBUTE (2)						
2.1 Feature						
2.2 Feature						
3. ATTRIBUTE (3)						
3.1 Feature						
3.2 Feature						
Number of Products						

Scale = 5 excellent 4-3-2 = acceptable 1 = not acceptable

Y/N = yes/no marketing opportunity = there is a marketing opportunity, if no brand (or alternative product) received (5) valuation.

Fig. 15o

IMPORTANCE OF PRODUCT FEATURES

Geog. Unit	Year	Scale: 1-5			
CONSUMER BASE	RATING *	SEGMENT I	RANK	SEGMENT II	RANK
1. Col1	Col2	1. Col3	Col4	1.	
2.		2.		2.	
3.		3.		3.	
4.		4.		4.	
5.		5.		5.	
6.		6.		6.	
7.		7.		7.	

* The highest rating the feature received.

Fig. 15p
PRODUCT FEATURES ANALYSIS PER BRAND

Geog. Unit	car	Brand	Consumer Segment	Scale: 1-5	
PRODUCT FEATURES NEEDED IN ORDER TO BE					
1. Equal to: Brand			2. Superior to: Brand		
Product Features	Rating	Rating Needed	Product Features	Rating	Rating Needed
1. Col1	Col2	Col3	1. Col4	Col5	Col6
2.			2.		
3.			3.		
4.			4.		
5.			5.		
6.			6.		
Number of Products:			Number of Products:		

Fig. 15r

COMPETITIVE EVALUATION

Geog. Unit	Year	Brand	Consumer Segment	Scale: 1-5	
STRATEGY: Equal (Superior)			Target Rating	COMPETITIVE ADVANTAGE	
Product Features	Rating	Rating Needed			
1. Col1	Col2	Col3	Col4	Col5	
2.					
3.					
4.					
5.					
6.					
Number of Products:					

Fig. 15s

PRODUCT LINE DEVELOPMENT

Geog. Unit		Year		Scale: 1-5	
TOTAL MARKET		PRODUCT 1			
Product Features	Rating	Price	Consumer Segment	Final Product Specification	Rating
1. Col.1	Col.2	Col.3	Col.4	Col.5	Col.6
2.					
3.					
4.					
5.					
6.					
7.					
8.					
Target Price \$					

Fig. 15t

FINAL PRODUCT SPECIFICATIONS

Geog. Unit		Year		Number of Products:	
— PRODUCT I —		— PRODUCT II —		— PRODUCT III —	
Product Features	Rating	Product Features	Rating	Product Features	Rating
1. Col.1	Col.2	1.		1.	
2.		2.		2.	
3.		3.		3.	
4.		4.		4.	
5.		5.		5.	
6.		6.		6.	
7.		7.		7.	
8.		8.		8.	
Segment / Price					

Fig. 15u

PRODUCT TYPE INTRODUCTIONS

Geographic Units	Year			Year		
	Product I	Product II	Product III	Product I	Product II	Product III
Col.1	Col.2	Col.3	Col.4			
TOTAL						
Target Price						
Introduction Date						

Fig. 15v

COMPETITIVE PRODUCT OVERVIEW

GEOG. UNIT		YEAR	PRODUCT TYPE		
PRODUCT/ BRAND	TARGET SEGMENT	CONSUMER NEED / POSITIONING	PRODUCT FEATURE	REASON	ADVERTISING MESSAGE
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6

Fig. 15w

PACKAGING/SERVICE STRATEGIES		
GEOG. UNIT	YEAR	PRODUCT I
I. PACKAGING STRATEGY 11		
1. CONCEPT: 2		
2. SIZE: 3		
3. SHAPE: 4		
4. MATERIAL: 5		
5. COLOR: 6		
6. DESIGN/TEXT: 7		
7. BRAND MARK: 8		
8. LABELING: 9		
II. CUSTOMER SERVICE STRATEGY 10		

Fig. 15x

SALES PER PRODUCT TYPE AND FORECAST

BRAND GEOGRAPHIC UNITS	YEAR						(UNITS 00)*		
	BRAND TOTAL			PRODUCT I			PRODUCT II		
	#	%	Share %	#	%	Share %	#	%	Share %
Col.1	Col.2	Col.3	100 Col.4	Col.5	Col.6	Col.7			
			100						
			100						
REMAINDER			100						
TOTAL		100	100		100			100	
MARKET Share									
PRICE \$									

*Also in dollars

Fig. 15y

BRAND SHARES PER PRODUCT TYPE

PRODUCT Geographic Units	YEAR						UNITS (00)*			
	Our brand		Brand I		Brand II		Remainder		Total Market	
	#	Share %	#	Share %	#	Share %	#	Share %	#	Share %
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10	100 Col.11
										100
										100
										100
										100
Remainder										100
TOTAL										100

Fig. 15z

SALES OBJECTIVE DEVELOPMENT PER PRODUCT TYPE

GEOG. UNIT	YEAR		BRAND				(UNITS 00)	
PRODUCTS	TOTAL MARKET		BRAND SALES					
	#	%	PRICE I	PRICE II	PRICE III	TOTAL #	%	Share %
PRODUCT I Col1	Col2	Col3	Col4	Col5	Col6	Col7	Col 8	Col9
PRODUCT II								
PRODUCT III								
TOTAL		100					100	
BRAND SHARES PER PRICE LEVEL								

*Also in dollars

Fig. 15 aa

SALES COMPARISON PER CONSUMER SEGMENT AND PRODUCT TYPE

BRAND	YEAR		(UNITS 00)					
GEOGRAPHIC UNITS	PRODUCT I		SEGMENT I		PRODUCT II		SEGMENT II	
	#	Share%	#	Share%	#	%	#	Share%
Col1	Col2	Col3	Col4	Col5	Col6	Col7	Col8	Col9
REMAINDER								
TOTAL								
MARKET SHARE								
PRICE								

* Also in dollars

Fig. 16a
PRICE SEGMENTATION PER PRICE LEVEL

Geog. Unit	Year			Consumer Segment			(Units)		
PRICE LEVEL	M A R K E T			B R A N D			R E M A I N D E R		
	#	%	Share %	#	%	Share %	#	%	Share %
Price Level I Col.1	Col.2	Col.3	100 Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10
Average Price \$									
Price Level I			100						
Average Price \$									
Price Level I			100						
Average Price \$									
T O T A L		100	100		100			100	
Average Price \$									

Also in dollars

Fig. 16b
RANKING OF BRANDS PER PRICE LEVEL

Geog. Unit		Year		Consumer Segment		(Units)	
MARKET		PRICE LEVEL I		PRICE LEVEL II		PRICE LEVEL III	
1. Brand	(%)	1.	(%)	1.	(%)	1.	(%)
2. Col.1	Col.2	2. Col.3	Col.4	2.		2.	
3.		3.		3.		3.	
4.		4.		4.		4.	
5.		5.		5.		5.	
6.		6.		6.		6.	

Also in dollars

Fig. 16c

SALES OBJECTIVES PER PRICE LEVEL

Brand	Brand			Year			(Units)		
GEOGRAPHIC UNITS	TOTAL MARKET			PRICE LEVEL I			PRICE LEVEL II		
	#	%	Share %	#	%	Share %	#	%	Share %
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7			
			100						
			100						
			100						
			100						
			100						
			100						
PROFITABLE		100%	100%		100%			100%	
Brand Share %									
Average Price									

* Also in dollars

Fig. 16d

PRICE SEGMENTATION PER PRODUCT

Geog. Unit	Year	Consumer Segment		(Units)
PRODUCT FEATURES	PRICE REVENUE			
	MARKET	THE BRAND	BRAND I	MARKET QUOTIENT
1. Col.1	Col.2	Col.3	Col.4	Col.5
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
TARGET PRICE				

Fig. 16e
PRICE ELASTICITY ANALYSIS

Geog. Unit	Year		Consumer Segment			(Unit)
	(1)	(2)	(3)	(4)	(5)	(6)
(P) Price	1					
(D) Demand	2					
ELASTICITY	3					

Fig. 16f
PRICE SEGMENTATION PER CONSUMER SEGMENT

Geog. Unit	Year			Consumer Segment			(Units)		
PRICE LEVEL	M A R K E T			SEGMENT I			SEGMENT II		
	#	%	Share %	#	%	Share %	#	%	Share %
Price Level I Col.1	Col.2	Col.3	100 col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10
Average Price \$									
Price Level I			100						
Average Price \$									
Price Level I			100						
Average Price \$									
T O T A L		100	100		100			100	
Average Price \$									
Segment Size (000)									
Average Price \$									

Also in dollars

Fig. 16g

PRICE SEGMENTATION PER DISTRIBUTION CHANNEL

Geog. Unit	Year			Consumer Segment						(Units)
PRICE LEVEL	M A R K E T			CHANNEL I			CHANNEL II			
	#	%	Share %	#	%	Share %	#	%	Share %	
Price Level I Col.1	Col.2	Col.3	100 Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10	
Average Price \$										
Price Level I			100							
Average Price \$										
Price Level I			100							
Average Price \$										
T O T A L		100	100		100			100		
Average Price \$										

Also in dollars

Fig. 17a
MARKET ANALYSIS PER TYPE OF DISTRIBUTION

Geog. Unit	Year	Brand	(000)	ALL DISTRIBUTIONS												ALL BRANDS DISTRIBUTIONS												BRAND																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
				Orders (000)	Sales		Average Sales	TRUE BRANDS DISTRIBUTIONS				FALSE BRANDS DISTRIBUTIONS				TOTAL RETAILS	Sales		Brand Share %	Dist. Share %																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																												
					#	%		Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8		Col. 9	Col. 10			Col. 11	Col. 12	Col. 13	Col. 14																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																								
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* Absolute Dollars

Fig. 17b

IMPORTANCE OF TYPES OF DISTRIBUTION

Geog. Unit		Year			(000)
TOTAL MARKET	THE BRAND'S DISTRIBUTORS	BRAND SALES	MARKET REACH	DISTRIBUTOR SHARE	
1. Type of Distribution	Type of Distribution (1)	Type of Distribution (1)	Type of Distribution (%)	Type of Distribution (%)	
2. Col.1	Col.2	Col.3	Col.4	Col.5	
3.					
4.					
5.					
6.					

Also in Dollars (1) Ranking number of the distribution channel in the total market

Fig. 17c

FIRST STRATEGY INDICATIONS

Geog. Unit		Year	
NEW DISTRIBUTION CHANNELS		CHANNELS TO IMPROVE SHARE	
	(X)		(Y)
Col.1	Col.2	Col.3	Col.4

(X) = Market Reach

(Y) = Distribution share

Fig. 17d

BRAND SHARES PER TYPE OF DISTRIBUTION									
Geog. Unit.	Year								
	Total Market			The Brand			Brand I		
	#		Share %	#	%	Share %	#	%	Share %
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10
TOTAL		100			100			100	

Fig. 17e

RANKING OF TYPES OF DISTRIBUTION PER BRAND				
Geog. Unit		Year		
TOTAL MARKET	THE BRAND	BRAND I	BRAND II	BRAND III
1. Type of Distribution (%)	Type of Distribution (%)	Type of Distribution (%)	Type of Distribution (%)	Type of Distribution (%)
2. Col.1	Col.2	Col.3	Col.4	Col.5
3.				
4.				
5.				
6.				

Also in Dollars

Fig. 17f

RANKING OF BRANDS PER TYPE OF DISTRIBUTION				
Geog. Unit		Year		
TOTAL MARKET	TYPE I	TYPE II	TYPE III	TYPE IV
1. Brand (%)	Brand (%)	Brand (%)	Brand (%)	Brand (%)
2. Col.1	Col.2	Col.3	Col.4	Col.5
3.				
4.				
5.				
6.				

Also in Dollars

Fig. 17 g

DETERMINING FACTORS USED BY DISTRIBUTORS FOR BRAND EVALUATION

Geog. Unit	Year				Score: low-high
Distribution Channel	FACTOR I	FACTOR II	FACTOR III	FACTOR IV	FACTOR V
TYPE I Col.1	Col.2	Col.3	Col.4	Col.5	Col.6
TYPE II					
TYPE III					
TYPE IV					
TYPE V					
REMAINDER					

Fig. 17 h

RANKING OF DETERMINING FACTORS

Geog. Unit	Year			Score: low-high
TYPE I	TYPE II	TYPE III	TYPE IV	
1. Factor	1. Factor	1. Factor	1. Factor	
2. Col.1	2. Col.2	2. Col.3	2. Col.4	
3.	3.	3.	3.	
4.	4.	4.	4.	

Fig. 17 i

OVERVIEW OF DETERMINING FACTORS

Distr. Channel	Year				Score: low-high
Geographic Unit	FACTOR I	FACTOR II	FACTOR III	FACTOR IV	FACTOR V
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6
TOTAL					

Fig. 17j

BRAND IMAGE IN THE DISTRIBUTION CHANNELS

Geog. Unit	Year	Distr. Type			Score: low-high
FACTORS	THE BRAND	BRAND I	BRAND II	BRAND III	Strong / Weak
1. Factor Col.1	Col.2	Col.3	Col.4	Col.5	Col.6 (s)
2. Factor					
3. Factor					
4. Factor					

Fig. 17k

RANKING OF BRANDS

Geog. Unit	Year	Distribution Type			Score: low-high
FACTOR I	FACTOR II	FACTOR III	FACTOR IV	FACTOR V	FACTOR VI
1. Brand (s)	1.	1.	1.	1.	1.
2. Col.1	2. Col.2	2. Col.3	2. Col.4	2. Col.5	2. Col.6
3.	3.	3.	3.	3.	3.
4.	4.	4.	4.	4.	4.

Fig. 17l

STRENGTH AND WEAKNESS ANALYSIS

Geog. Unit	Year	Brand			Score: low-high
Distribution Channels	FACTOR I	FACTOR II	FACTOR III	FACTOR IV	
TYPE I	Strong / Weak (s)				
TYPE II Col.1	Col.2	Col.3	Col.4	Col.5	
TYPE III					
TYPE IV					
TYPE V					
REMAINDER					

Fig. 17m
OVERVIEW OF BRAND IMAGE IN THE DISTRIBUTION CHANNELS

Distr. Channel	Year		Factor		Score: low-high
Geographic Units	THE BRAND	BRAND I	BRAND II	BRAND III	Strong / Weak
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6 (x)
TOTAL					

Fig. 17n
BRAND SHARES PER TYPE OF DISTRIBUTION

Geographic Unit		Year						(Units)		
Distribution Channels		TOTAL MARKET			Segment I			Segment II		
		#	%	Share %	#	%	Share %	#	%	Share %
TYPE I	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10
TYPE II				100						
TYPE III				100						
TYPE IV				100						
TYPE V				100						
NEW TYPE A				100						
NEW TYPE B				100						
TOTAL			100	100		100			100	

Fig. 17o

RANKING OF TYPES OF DISTRIBUTION PER CONSUMER SEGMENT

Geog. Unit	Year				(000)
TOTAL MARKET	SEGMENT I	SEGMENT II	SEGMENT III	SEGMENT IV	
1. Type of Distribution (%)	Type of Distribution (%)	Type of Distribution (%)	Type of Distribution (%)	Type of Distribution (%)	
2. Col.1	Col.2	Col.3	Col.4	Col.5	
3.					
4.					
5.					
6.					

Also in Dollars

Fig. 17p

RANKING OF CONSUMER SEGMENTS PER TYPE OF DISTRIBUTION

Geog. Unit	Year				(000)
TOTAL MARKET	TYPE I	TYPE II	TYPE III	TYPE IV	
1. Segment (%)	Segment (%)	Segment (%)	Segment (%)	Segment (%)	
2. Col.1	Col.2	Col.3	Col.4	Col.5	
3.					
4.					
5.					
6.					

Also in Dollars

Fig. 17r

OVERVIEW OF DISTRIBUTION SEGMENTATION

Geog Unit.	Year						(Units)		
Distribution Channels	TOTAL MARKET			SEGMENT I			SEGMENT II		
	#		Share %	#	%	Share %	#	%	Share %
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10
			100						
			100						
TOTAL		100	100		100			100	

Fig. 17s
SALES OBJECTIVES PER CONSUMER SEGMENT AND TYPE OF DISTRIBUTION

Geog. Unit	Year		Brand		(Units)*			
DISTRIBUTION CHANNELS	— T O T A L —				— SEGMENT I —			
	TOTAL MARKET		THE BRAND		TOTAL MARKET		THE BRAND	
	#	%	#	Share %	#	%	#	Share %
TYPE I	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8
TYPE II								
TYPE III								
NEW TYPE A								
NEW TYPE B								
REMAINDER								
TOTAL		100				100		

*Also in dollars

Fig. 17 t
COMPARISON OF BRAND SHARES PER CONSUMER SEGMENT

Geog. Unit	Year		Brand		(Units)*			
DISTRIBUTION CHANNELS	TOTAL MARKET		SEGMENT I		SEGMENT II		SEGMENT III	
	Share %		Share %		Share %		Share %	
	Col.1	Col.2	Col.3	Difference %	Col.5	Difference %	Col.7	Difference %
TYPE I	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8
TYPE II								
TYPE III								
NEW TYPE A								
NEW TYPE B								
REMAINDER								
TOTAL								

*Also in dollars

Fig. 17u.
COMPARISON OF DISTRIBUTION AND PRODUCT STRATEGIES

Geog. Unit	Year			Brand			(Units)		
Distribution Channels	Total Market		Brand Sales						
	I	%	PRODUCT I	PRODUCT II	PRODUCT III	Total	%	Share %	
TYPE I	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
TYPE II									
TYPE III									
TYPE A									
TYPE B									
REMAINDER									
TOTAL		100						100	

* Also in dollars

Fig. 17x
OVERVIEW OF PRODUCT STRATEGY PER TYPE OF DISTRIBUTION

Distribution Channel		Year	Brand				(Units)	
Geographic Units	TOTAL MARKET		BRAND SALES					
	#	%	PRODUCT I	PRODUCT II	PRODUCT III	TOTAL	%	Share %
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
TOTAL		100					100	

* Also in dollars

Fig. 17y

DISTRIBUTION STRATEGY OVERVIEW

Geog. Unit		Brand				(Units)			
Distribution Channels		Y e a r				Y e a r			
		Market	Brand Sales			Market	Brand Sales		
		#	#	%	Share %	#	#	%	Share %
TYPE I	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
TYPE II									
TYPE III									
TYPE A									
TYPE B									
REMAINDER									
TOTAL				100				100	

* Also in dollars

Fig. 17z

OVERVIEW OF SALES OBJECTIVES

Distr. Channel		Brand				(Units)			
Geographic Units		Y e a r				Y e a r			
		Market	Brand Sales			Market	Brand sales		
		#	#	%	Share %	#	#	%	Share %
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	
TOTAL				100				100	

* Also in dollars

Fig. 17aa

NUMBER OF OUTLETS DEVELOPMENT FORECAST

Geog. Unit		Year		Year		Year	
Distribution Channels		Outlet #	Growth %	Outlet #	Growth %	Outlet #	Growth %
		Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
TYPE I	Col.1						
TYPE II							
TYPE III							
NEW TYPE A							
NEW TYPE B							
REMAINDER							
TOTAL							

*Also in dollars

Fig. 17bb

OVERVIEW OF NUMBER OF OUTLETS DEVELOPMENT

Distr. Channel		Year		Year		Year	
Geographic Units		Outlet #	Growth %	Outlet #	Growth %	Outlet #	Growth %
		Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
Col.1							
TOTAL							

*Also in dollars

Fig. 17cc

DEVELOPMENT OF DISTRIBUTION OBJECTIVES

Geog. Unit	YEAR				BRAND		(UNITS)		
	TOTAL MARKET		MARKET REACH		DISTRIBUTION SHARE		BRAND SALES		
	#	%	Current %	YEAR %	Current %	YEAR	#	%	Share %
DISTRIBUTION CHANNELS									
TYPE I Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10
TYPE II									
TYPE III									
TYPE A									
TYPE B									
REMAINDER									
TOTAL		100						100	

* Also in dollars

Fig. 17dd

NUMBER OF OUTLETS OBJECTIVES

Geog. Unit	Brand				(Units 00)			
	Total Market		Current Distributors		Outlets Needed		Difference	
	Outlets #	Average Sales	Outlets #	Average Sales	Outlets	Average Sales	Outlets	Average Sales
DISTRIBUTION CHANNELS								
TYPE I Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
TYPE II								
TYPE III								
TYPE A								
TYPE B								
REMAINDER								
TOTAL								

* Also in Dollars

Fig. 18a

MEDIA EXPENDITURE ANALYSIS

Geog. Unit	Year		(3000)					
Media	Total market		S.O.V. Brands		Brand III		Brand IV	
	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
Medium I								
Medium II								
Medium III								
Medium IV								
Net-Medium								
Total Spend	100%	100%	100%	100%	100%	100%	100%	100%
S.O.V. %	100 %							
Brand Share								

S. O. V. = Share of voice

Fig. 18b

RANKING OF BRANDS ACCORDING TO MEDIA EXPENDITURE

Geog. Unit	Year		(000)	
Brands	Media Expenditure \$	Share of Voice %	Brand Share %	Rank
1. Col.1	Col.2	Col.3	Col.4	Col.5
2.				
3.				
4.				
5.				

S.O.V. = Share of voice

Fig. 18c

RANKING OF BRANDS MEDIUM

Geog. Unit		Year				(000)	
MEDIUM I		MEDIUM II		MEDIUM III		MEDIUM IV	
Brands	SOV %	Brands	SOV %	Brands	SOV %	Brands	SOV %
1. Col.1	Col.2	1.		1.		1.	
2.		2.		2.		2.	
3.		3.		3.		3.	
4.		4.		4.		4.	
5.		5.		5.		5.	

S.O.V. = Share of voice

[illegible]

Fig. 18d

OVERVIEW OF MEDIA EXPENDITURE

Medium	Year		Year		Year		Year		(5000)
	Brand 1	Brand 2	Brand 1	Brand 2	Brand 1	Brand 2	Brand 1	Brand 2	
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	
TOTAL		100		100		100		100	
Share of Voice %	100%								

Fig. 18e

PURCHASE STEP ANALYSIS
Consumer Segment

Year	Awareness		Acceptance		Preference		Purchase	
	Brand 1	Brand 2	Brand 1	Brand 2	Brand 1	Brand 2	Brand 1	Brand 2
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
TOTAL								
INDEX								

Base: Consumer Base

Index base = Awareness level

Fig. 18f

BRAND RANK ANALYSIS
Consumer Segment

Year	Brand share		Share of voice		Awareness		Acceptance		Preference		Purchase	
	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank	%	Rank
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10	Col.11	Col.12	Col.13
TOTAL												

Fig. 18g

SETTING ADVERTISING GOALS

Geog. Unit	Consumer Segment							
	Average Value/Co	Assessment		Per Capita		Income		Brand Share
		Level %	Index	Level %	Index	Level %	Index	
Current Year Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
Year (1)								
Year (2)								
Year (3)								
Estimating Period								

Base = Consumer Base

Index Base = Awareness Level

Fig. 18h

OVERVIEW OF ADVERTISING GOALS

[illegible]

Base = Consumer Base

Fig. 18i

Geog. Unit	ADVERTISING SENSITIVITY ANALYSIS				(Units)			
		Year	Year	Year	Future Year	Future Year	Future Year	Future Year
Media Budget	1							
Brand Sales	2							
Awareness %	3							
Acceptance %	4							
Preference %	5							
Purchase Level %	6							
Market Share %	7							
Total Media Spending \$	8							
Factor (x)	9							

Fig. 18j

MEDIA PLAN DEVELOPMENT		
GEOG. UNIT:	YEAR	CAMPAIGN: I
MEDIUM: Magazine	Good Housekeeping	Consumers #:
TIMING	May. 1-June 15	
CONSUMER SEGMENT	Women 25-40	600,000
ADVERTISING GOALS:		
Media reach (GRPs)	34%	204,000
Number of contacts	10,000	222,400.00
Media index	12.4	
Insertion schedule	115	
PLACEMENT COSTS: 5	U.S. \$ 15,000	
CAMPAIGN EXPENSE: 6	U.S. \$ 225,000	
AWARENESS LEVEL: 7	40%	81,600
PURCHASE LEVEL: 8	8%	6,528
FREQUENCY OF PURCHASE: 1 9	Sales potential (in units): 6,528	

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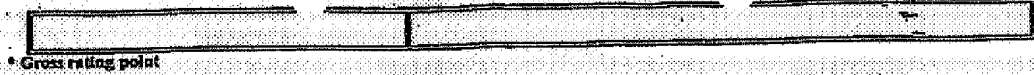


TABLE 1	
Parameter	Value
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2	1.0
3	1.0
4	1.0
5	1.0
6	1.0
7	1.0
8	1.0
9	1.0
10	1.0
11	1.0
12	1.0
13	1.0
14	1.0
15	1.0
16	1.0
17	1.0
18	1.0
19	1.0
20	1.0
21	1.0
22	1.0
23	1.0
24	1.0
25	1.0
26	1.0
27	1.0
28	1.0
29	1.0
30	1.0
31	1.0
32	1.0
33	1.0
34	1.0
35	1.0
36	1.0
37	1.0
38	1.0
39	1.0
40	1.0
41	1.0
42	1.0
43	1.0
44	1.0
45	1.0
46	1.0
47	1.0
48	1.0
49	1.0
50	1.0
51	1.0
52	1.0
53	1.0
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61	1.0
62	1.0
63	1.0
64	1.0
65	1.0
66	1.0
67	1.0
68	1.0
69	1.0
70	1.0
71	1.0
72	1.0
73	1.0
74	1.0
75	1.0
76	1.0
77	1.0
78	1.0
79	1.0
80	1.0
81	1.0
82	1.0
83	1.0
84	1.0
85	1.0
86	1.0
87	1.0
88	1.0
89	1.0
90	1.0
91	1.0
92	1.0
93	1.0
94	1.0
95	1.0
96	1.0
97	1.0
98	1.0
99	1.0
100	1.0

Fig. 18k

GEOG. UNIT		MEDIA PLAN					YEAR	
		CONSUMER COVERAGE		AWARENESS LEVEL		POB SALES	ADV. BUDGET	SALES
		(000)	(\$1,000)	(%)	(000)	(000)	(000)	(000)
VEHICLE I	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8
VEHICLE II								
VEHICLE III								
VEHICLE IV								
TOTAL								
DUPLICATIONS %:		SALES OBJ. (#000)					AWARENESS: %	
		Difference (#000):					Difference: %	
		10					12	

Fig. 18l

GEOG. UNIT		MEDIA PLAN SUMMARY					YEAR	
		CONSUMER COVERAGE		AWARENESS LEVEL		POB SALES	ADV. BUDGET	SALES
		(000)	(\$1,000)	(%)	(000)	(000)	(000)	(000)
MEDIUM I	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8
MEDIUM II								
MEDIUM III								
MEDIUM IV								
MEDIUM V								
MEDIUM VI								
TOTAL								

Fig. 18m

ADVERTISING BUDGET

(\$000)

Geographic Unit	Sales %	Advertising Budget - current year			Advertising Budget - Year			
		MEDIA	Other	TOTAL	MEDIA	Other	TOTAL	%
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
Subtotal	100%							100%
TOTAL								

Fig. 18n

ADVERTISING BUDGET OVERVIEW

(\$000)

Media	Year		Year		Year		Year	
	\$	Growth Rate %	\$	Growth Rate %	\$	Growth Rate %	\$	Growth Rate %
MEDIUM I Col.1	Col.2	Col.3						
MEDIUM II								
MEDIUM III								
TOTAL								

Fig. 18o

ADVERTISING STRATEGY OVERVIEW

(Units)

Geographic Unit	Sales	Advertising Budget	Advertising Budget	Sales	Advertising Budget
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6

Fig. 12g

NUMBER OF UNITS OWNED						(000)
Year						
Geographic Units	Number of Predictions (Owners) (000)	Number of Owners With			Average units owned	Total units owned
		One unit	Two units	Three units		
	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6
TOTAL Market						

Fig. 12h

NET SCRAPPAGE CALCULATION				(000)
Year				
Geographic Units	Number of Units Scrapped (000)	Units Replaced		Net Scrapage
	Col.1	Col.2	Col.3	Col.4
TOTAL Market				

Fig. 12i

REPLACEMENT PURCHASES								(Units)
Year								
Geographic Units	%		Year		Year		Year	
	Col.1	Col.2						
TOTAL Market								

Fig. 12j
Market Forecast III - Consumer Durables
Option:1 / 2

Year	(Units)					
Geog.Units	Initial Purchases		Additional Purchases		Replacement Purchases	
	#	%	#	%	#	%
	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6
TOTAL Market						

Fig. 12k

ADDITIONAL PURCHASES DEVELOPMENT

Geographic Units	Past Year		Past Year		Future Year		Future Year	
	#	Growth Rate %	#	Growth Rate %	#	Growth Rate %	#	Growth Rate %
	Col.1	Col.2			Col.5	Col.6		
TOTAL Market								

Fig. 12l

FINAL MARKET FORECAST

Geog. Units	Future Year				
	Current Market	Forecast I	Forecast II	Forecast III	Final Forecast
	Col.1	Col.2	Col.3	Col.4	Col.5
TOTAL Market					

Fig. 12m

MARKET DEVELOPMENT SUMMARY

Geographic Units	Mty	Market EOP		Growth Rate %	\$Market Rank	Current Market		Planned Unit
		\$	%			\$	%	
	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8
TOTAL Market			100				100	

Mty= Market Maturity Indication Introduction / Growth / Maturity / Decline
 EOP= End of Planning period defined by user
 \$Sales Rank= Rank of Geographic unit in the dollar sales market.

Fig. 12n

STRATEGY SUMMARY

Geographic Units	Mty	Current Brand Share		Strategy Indications			
		%	Rank	Share Growth	Maintain	Harass	Terminate
	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
TOTAL Market							

Fig. 12a

YEAR: period		MARKET MONITOR						(Units)	
		Cons. Seg.							
Geog. Units	Month		Month		Month		Quarter Total		
	#	%	#	%	#	%	#	%	
Geog. I Plan	Col.1	Col.2							
Actual	A.	B.							
Difference	C								
Geog. II Plan									
Actual									
Difference									
TOTAL Plan									
Actual									
Difference									

Also in Dollar

Fig. 12p

Y-T-D MONITOR

YEAR: Period		Cons. Seg.			(Units)			
Geog. Units	Year-to-Date				Period:			
	Plan	Actual	Difference		Plan	Actual	Difference	
			#	%			#	%
	Col.1	Col.2	Col.3	Col.4				
TOTAL Market								

Also in Dollars

Fig. 12r

MARKET BREAKDOWN ACCORDING TO CONSUMER SEGMENT

Geographic Units	Past Year				Future Year			
	Segment Size		Market Size		Segment Size		Market Size	
	#	%	#	%	#	%	#	%
	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8
TOTAL		100		100		100		100

Fig. 12s

INITIAL SELECTION OF TARGET CONSUMER SEGMENT

(Units)

Subsegments	Current Year			End of Planning Period			Primary Selection
	Sales #	Share %	\$\$\$ Sales Rank	Sales #	Share %	\$\$\$ Sales Rank	
1. Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8
2.							
3.							
4.							
5.							

Fig. 12c

MARKET OVERVIEW PER CONSUMER SEGMENT

Geog. Unit:		(Units)						
Subsegments	Past Year		Past Year		Future Year		Future Year	
	Sales #	Growth %	Sales #	Growth %	Sales #	Growth %	Sales #	Growth %
1. Col.1	Col.2	Col.3			Col.4	Col.5		
2.								
3.								
4.								
5.								

Fig. 12u

MARKET OVERVIEW PER SEGMENT AND GEOGRAPHIC UNIT

Subsegment		Past Year		Past Year		Future Year		Future Year	
Geographic Units		Sales	Growth %	Sales	Growth %	Sales	Growth %	Sales	Growth %
		Col.1	Col.2			Col.3	Col.4		
TOTAL									

Fig. 13a

BRAND SHARE DEVELOPMENT - FORECAST I

Year	(Units)									
Geographic Units	The Brand		Brand I		Brand II		Remainder		Total Market	
	#	Share %	#	Share %	#	Share %	#	Share %	#	Share %
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10
										100
										100
TOTAL										100

Fig. 13b

BRAND SHARES COMPARISON

Geographic Units	Year			Year		
	Sales share %	\$Sales Share %	Difference	Sales share %	\$Sales Share %	Difference
	Col. 1	Col. 2	Col. 3			
TOTAL						

Fig. 13c

GROWTH RATES COMPARISON

Geographic Units	Brand Sales			Market	Brand	Difference %
	Growth Rate %	\$Growth Rate %	Difference %	Growth Rate %	Growth Rate %	
	Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6
TOTAL						

Fig. 13d

WINNING AND LOSING BRANDS

Geog. Unit		Brands gaining share:				Brands losing share	
Current Year		End of Planning Period		Current Year		End of Planning Period	
Brands	Gain	Brands	Gain	Brands	Loss	Brands	Loss
Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8

Fig. 13e

STRONG AND WEAK GEOGRAPHIC UNITS

Brand		Geographic Units					
Strong Geographic Units		Weak Geographic Units					
Current Year		End of Planning Period		Current Year		End of Planning Period	
Geog. Units	Share%	Geog. Units	Share%	Geog. Units	Share %	Geog. Units	Share %
Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8
Average Share				Average Share			

Fig. 13f
AVERAGE CONSUMPTION
Brand

Cons. Seg.		Brand			(Units)	
Geographic Units	Year			Year		
	Consumers (000)	Average Consumption	Sales	Consumers (000)	Average Consumption	Sales
	Col. 1	Col. 2	Col.3			
TOTAL						

Fig. 13g
CONSUMPTION SHARE ANALYSIS

Geog. Unit		Consumer Segment						(Units)		
Col. 1	Year					Year				
	Consumers		Average	Sales		Consumers		Average	Sales	
	(000)	%	Consumption	#	%	(000)	%	Consumption	%	
The BRAND	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6					
BRAND I										
BRAND II										
TOTAL		100			100		100		100	

Fig13h
CONSUMPTION PER CONSUMER SEGMENT
Brand

GEOG. UNIT			Brand							
Col. 1	Year					Year				
	Consumers		Average Consumption	Sales		Consumers		Average Consumption	Sales	
	(000)	%		(000)	%	(000)	%		(000)	%
Segment I	Col.2	Col. 3	Col. 4	Col. 5	Col.6					
Segment II										
Segment III										
TOTAL		100			100		100			100

Fig. 13i

MARKET SHARE OBJECTIVES DEVELOPMENT

Brand		Year								(Units)
Geog. Units	Strategy	Total Market		Current Year			Planning Year			
		Sales		Brand Sales	%	Share %	Brand Sales	%	Share %	
1. Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9	Col. 10	
2.										
3.										
TOTAL			100		100			100		

Fig. 13j

ANALYSIS OF BRAND'S POSITION

ANALYSIS OF BRAND POSITION										(Units)
Brand			Year							
Strong Position					Action Needed:					
Geographic Units	Rank	Share %	Competing		Geographic Units	Rank	Share %	Competing		
			Brand	Share %				Brand	Share %	
Col. 1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col. 9	Col.10	

Rank: according to market size

Fig. 13 k

SALES AND MARKET SHARE DEVELOPMENT

Brand		Year								(Units)
Geographic Units		Future Year				Future year				
		Sales	Change %	Share %	Change %	Sales	Change %	Share %	Change %	
		Col. 1	Col. 2	Col. 3	Col. 4					
TOTAL										

Fig. 13l

MARKET AND BRAND SALES FORECAST

Brand			(Units)			
Geographic Units	Future Year			Future Year		
	Market Sales	Brand Sales	Brand Share	Market Sales	Brand Sales	Brand Share
	Col.1	Col.2	Col.3			
TOTAL						

Fig. 13 m

SUMMARY OF BRAND SALES AND SHARE OBJECTIVES

Brand				Consumer Segment				(Units)	
Geographic Units	Current year			End of Planning Period					
	Market Sales	Brand		Market		Brand			
		Sales	Share %	Sales	Share %	Sales	Share %	Sales	Share %
	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
TOTAL									

Fig. 13n

RANKING OF GEOGRAPHIC UNITS ACCORDING TO SALES

Brand				Consumer Segment				(Units)			
Major Sales Growth				Major Sales Loss							
Geographic Units		Current Sales	EOP Sales	Difference		Geographic Units	Current Sales	EOP Sales	Difference		
1. Col. 1		Col.2	Col.3	Col.4							
2.											
3.											
4.											

EOP = End of Planning Period

Fig. 13o

RANKING OF GEOGRAPHIC UNITS ACCORDING TO BRAND SHARE

Brand		Consumer Segment				(Units)	
Major Share Growth				Major Share Loss			
Geographic Units	Current Share %	EOP Share %	Difference	Geographic Units	Current Share %	EOP Share %	Difference
1. Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8
2.							
3.							
4.							

EOP = End of Planning Period

Fig. 13p

COMPARISON OF MARKET AND BRAND SALES GROWTH

Brand		Consumer Segment				(Units)	
Geographic Units	Market Sales		Brand Sales		Difference	Brand Rank	
	Growth	Change %	Growth	Change %			
1.							
2.							
3.							
TOTAL							

Fig. 13r

STRENGTH AND WEAKNESS ANALYSIS

	STRENGTH	Rank	WEAKNESS	Rank
1. Geographic Units	Col. 1	Col. 2	Col. 3	Col. 4
Average market share				
2. Consumer Segments				
3. Product Features				
# of Products				
4. PRICE				
Average Price \$				
5. ADVERTISING				
MEDIA				
ADV. BUDGET				
S.O.V.				
6. BRAND IMAGE				
Awareness:				
Acceptance:				
Preference:				
Market Share				
7. PROMOTION				
8. DISTRIBUTION				
Distribution Image				
9. OBSERVATIONS				

Fig. 13s

BRAND SALES MONITOR								
Year: period	Brand:				Product Type:			(Units)
Geog. Units	T o t a l							
	Market Sales				Brand Sales			
	Plan	Actual	Difference	Dif. %	Plan	Actual	Difference	Dif. %
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
TOTAL								

Also in Dollar

Also in Dollar

Fig.13t

COMPETITIVE SALES MONITOR								
Geographic Unit:	Year: period				Product Type			(Units)
Brands	T o t a l							
	Brand Sales				Brand Shares			
	Plan	Actual	Difference	Dif. %	Plan	Actual	Difference	Dif. %
The Brand Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
Brand I								
Brand II								
TOTAL								

Also in Dollar

Also in Dollar

Fig.13u

SALES MONITOR PER CONSUMER SEGMENT								
Geographic Unit:		Brand			Year: period			(Units)
Consumer Segments	_____ T o t a l _____							
	Brand Sales				Brand Shares			
	Plan	Actual	Difference	Dif. %	Plan	Actual	Difference	Dif. %
Segment I Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9

Segment II								
TOTAL								

Also in Dollar

[illegible]

Fig.13v

Y-T-D MONITOR

Brand	Year: Period				Consumer Segment	Product Type		(Units)
Geog. Units	Year-to-Date				Period:			
	Plan	Actual	Difference		Plan	Actual	Difference	
TOTAL								

Also in Dollars

Fig. 13w

BRAND SALES AND OBJECTIVES PER CONSUMER SEGMENT

Geog. Unit		Year								(Units)
Consumer Segment	Age	The Brand		Brand I		Brand II		Remainder		Total Market
		#	Share %	#	Share %	#	Share %	#	Share %	#
13 to 25	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10
26 to 50										100
50 plus										100
TOTAL										100

Also in Dollars

Fig.13x

INITIAL SELECTION OF TARGET CONSUMER SEGMENT

Geog. Unit		Brand						(Units)	
Subsegments		Current Year			End of Planning Period			Major Competitor	Selection
		Sales #	Share %	Rank	Sales #	Share %	Rank		
1. Col.1		Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.10
2.									
10.									

Also in Dollars

Rank = ranking number according to market size

Pre= Preselection (step 66)

Tgt = target selection

Fig. 13y

Segment		Year								(Units)	
Geographic Units		The Brand		Brand I		Brand II		Remainder		Total Market	
		#	Share %	#	Share %	#	Share %	#	Share %	#	Share %
Col.1		Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10	Col.11
											100
											100
TOTAL											100

Also in Dollars

Fig. 13z

Geog. Unit		Year								(Units)	
Consumer Segments		The Brand		Brand I		Brand II		Remainder		Total Market	
		#	Share %	#	Share %	#	Share %	#	Share %	#	Share %
1. Col.1		Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10	Col.11
2.											100
											100
											100
10.											100

Also in Dollars

Fig. 13aa

SUMMARY OF SALES OBJECTIVES PER TARGET SEGMENT

Brand Geographic Units	Year			(Units)		
	Total Market			Segment I		
	Market Sales	Brand Sales	Brand Share %	Market Sales	Brand Sales	Brand Share %
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
TOTAL						

Also in Dollars

Fig. 13bb

BRAND OWNERSHIP CONSUMER DURABLE GOODS

Geog. Unit Consumer Segment Age	Year								(Units)	
	The Brand		Brand I		Brand II		Remainder		Total Market	
	#	Share %	#	Share %	#	Share %	#	Share %	#	Share %
13 to 25 Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9	Col.10	Col.11
26 to 50										100
50 plus										100
TOTAL										100

Fig. 13cc

BRAND OWNERSHIP SHARE VS. MARKET SHARE ANALYSIS

Geog. Unit	Year		Consumer Segment		(Units)	
	Brands	Brand Sales	Brand Share %	Ownership Share %	Difference	
1.	Col.1	Col.2	Col.3	Col.4	Col.5	
2.						
3.						

Fig. 13dd

OVERVIEW OF BRAND OWNERSHIP PER GEOGRAPHIC UNIT

Brand					Consumer Segment				(Units)
Geographic Unit	Year				Geo				
	Ownership		Share %	Difference	Ownership		Share %	Difference	
	#	Share %			#	Share %			
Col.1	Col.2	Col.3	Col.4	Col.5					
TOTAL									

Fig. 14a.
KEY FINANCIAL INDICATORS ANALYSIS

Geog. Unit		Year					
FINANCIAL INDICATORS		PRODUCT TYPE		UNIT I		UNIT II	
		\$ (000)	% of Sales	\$ (000)	% of Sales	\$ (000)	% of Sales
SALES			100		100		100
Cost of Goods	Co.1	Col.2	Col.3	Col.4	Col.5	Co.6	Co.7
REVENUE							
Revenue Adjustments							
NET REVENUE							
Marketing Expense							
Selling Expense							
Other Direct Expenses							
TOTAL DIRECT EXP.							
BRAND CONTRIBUTION							
Indirect Expenses							
TOTAL EXPENSES w/a							
BUSINESS INCOME w/a							
Allocations							
TOTAL EXPENSES							
BUSINESS INCOME							

w/a = without allocations

	YEAR			YEAR		
	PROD. TYPE	UNIT I	UNIT II	PROD. TYPE	UNIT I	UNIT II
DISCOUNT	col.1	Co.2	Col.3			

Fig. 14b
COMPARISON OF KEY FINANCIAL INDICATORS

Geog. Unit:	YEAR				(\$000)	
PRODUCT COMPARED TO						
	BETTER	PRODUCT	COMPARED TO:	WORSE	PRODUCT	COMPARED TO:
SALES	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6
REVENUE INDICATORS	1.			1.		
	2.			2.		
	3.			3.		
	4.			4.		
	5.			5.		
COST INDICATORS	1.			1.		
	2.			2.		
	3.			3.		
	5.			4.		
	5.			5.		
	6.			6.		

Fig. 14c

KEY FINANCIAL INDICATORS PER BRAND

Geog. Unit		Year		BRAND I		BRAND II	
FINANCIAL INDICATORS		PRODUCT TYPE		\$ (000)	% of Sales	\$ (000)	% of Sales
		\$ (000)	% of Sales				
SALES			100 %		100 %		100 %
Cost of Goods	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
REVENUE							
Revenue Adjustments							
NET REVENUE							
Marketing Expense							
Selling Expense							
Other Direct Expenses							
TOTAL DIRECT EXP.							
BRAND CONTRIBUTION							
Indirect Expenses							
TOTAL EXPENSES w/a							
BUSINESS INCOME w/a							
Allocations							
TOTAL EXPENSES							
BUSINESS INCOME							

w/a = without allocations

Fig. 14d

Geog. Unit		COST ITEM ANALYSIS				Year		(\$000)	
		PRODUCED UNIT		UNIT I		UNIT II			
		\$ (000)	% of Sales	\$ (000)	% of Sales	\$ (000)	% of Sales		
SALES			100 %		100 %		100 %		
COST OF GOODS	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7		
REVENUE									
ADJUSTMENTS									
Adjustment I									
Adjustment II									
NET REVENUE									
MARKETING EXP.									
Advertising									
Promotion									
Market Research									
Other									
SELLING EXPENSE									
Sales Force									
Administration									
Other									
OTHER DIRECT EXP.									
Expense I									
Expense II									
Expense III									
INDIRECT EXPENSES									
Expense I									
Expense II									
ALLOCATIONS									
Allocation I									
BUSINESS INCOME									
HURDLE RATE									

DIFFERENCE						
------------	--	--	--	--	--	--

COST ITEM ANALYSIS PER PRODUCT TYPE

Geog. Unit	Year		(\$000)			
	PRODUCT		TYPE I		TYPE II	
	\$ (000)	% of Sales	\$ (000)	% of Sales	\$ (000)	% of Sales
SALES		100 %		100 %		100 %
COST OF GOODS Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7
REVENUE						
ADJUSTMENTS						
Adjustment I						
Adjustment II						
NET REVENUE						
MARKETING EXP.						
Advertising						
Promotion						
Market Research						
Other						
SELLING EXPENSE						
Sales Force						
Administration						
Other						
OTHER DIRECT EXP.						
Expense I						
Expense II						
Expense III						
INDIRECT EXPENSES						
Expense I						
Expense II						

ALLOCATIONS						
Allocation 1						
BUSINESS INCOME						
HURDLE RATE						
DIFFERENCE						

Fig. 14f

BREAK-EVEN ANALYSIS

Geog. Unit

Year

		The Product	Comparison
		\$ (000)	\$ (000)
RETAIL PRICE	Col.1	Col.2	Col.3
MARKETING EXPENSE			
SELLING EXPENSE			
OTHER DIRECT EXPENSE			
INDIRECT EXPENSE			
ALLOCATIONS			
TOTAL FIXED COSTS			
VARIABLE COSTS (per unit)			
QUANTITY INCREMENT			
DISCOUNT RATE %			

UNITS SOLD (000)	PROFIT/LOSS %	PROFIT/LOSS %
Col.1	Col.2	Col.3

[illegible]

Fig. 14g
P & L ANALYSIS AT DIFFERENT SALES LEVELS

Geog. Unit	Year		Product Type				UNIT	
FINANCIAL INDICATORS	AGGREGATED DATA		VERSION I		VERSION II		VERSION III	
	\$ (000)	% Sales	\$ (000)	% Sales	\$ (000)	% Sales	\$ (000)	% Sales
SALES		100		100		100		100
Cost of Goods Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
NET BUSINESS INCOME								
Marketing expense								
Selling expense								
Other direct expenses								
DIRECT EXPENSE								
BRAND CONTRIBUTION								
Indirect expense								
INCOME w/A								
Allocations								
TOTAL EXPENSE								
BUSINESS INCOME								
DIFFERENCE 1st								
SALES %								
BRAND CONTRIBUTION %								
INCOME %								
SALES INCREASE : %						DISCOUNT %:		

Fig. 14h
MARKET PROFITABILITY COMPARISON

Consumer Segments		Year		Product types		
FINANCIAL INDICATORS	Geog. Unit I		Geog. Unit II		Geog. Unit III	
	\$ (000)	% of Sales	\$ (000)	% of Sales	\$ (000)	% of Sales
SALES		100		100		100
Cost of Goods	Col.1	Col.2	Col.3	Col.4	Col.5	Col.6
REVENUE						
Revenue Adjustments						
NET REVENUE						
Marketing Expense						
Selling Expense						
Other Direct Expenses						
TOTAL DIRECT EXP.						
BRAND CONTRIBUTION						
BUSINESS INCOME						

w/a = without allocations

Highest Level		100%			
TOTAL					

Fig. 18p

RANKING OF ADVERTISING EFFICIENCY

Geographic Units	Sales / \$10,000	Brand Share %	Major Media
1. Col.1	Col.2	Col.3	Col.4
2.			
3.			
4.			
5.			
6.			
7.			

Fig. 18r

ADVERTISING STRATEGY COMPARISON

Geog. Unit	Year				(Units)
Brand	Sales (\$1000)	Brand Share %	Advertising Budget (\$1000)	Sales (\$10,000)	Major Media
The Brand Col. 1	Col.2	Col.3	Col.4	Col.5	Col.6
Brand I					
Brand II					
TOTAL					

Fig. 18s

ADVERTISING SPENDING MONITOR

Geog. Unit	Year/Period	Brand	(Units)					
	MARKET		Brand		Brand		Brand	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
MEDIUM I Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
MEDIUM II								
MEDIUM III								
TOTAL								

Fig. 18t

CAMPAIGN EVALUATION

Geog. Unit	Year	Consumer Segment	Brand					
	Awareness %		Acceptance %		Preference %		Recall %	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Vehicle I Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
Vehicle II								
Vehicle III								
Vehicle IV								
TOTAL								

Bases: Consumer Base

Fig. 18u

YEARLY OVERVIEW

Geog. Unit	Year	Consumer Segment	Brand	Medium				
	Year		Year		Year		Year	
	Plan	Actual	Plan	Actual	Plan	Actual	Plan	Actual
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
Col.10								
Awareness %								
Acceptance %								
Preference %								

Fig. 19a

PROMOTIONAL EXPENDITURE ANALYSIS

[illegible]

S. O. P. = Share of promotion

Fig. 19b
RANKING OF BRANDS ACCORDING TO MEDIA EXPENDITURE

RANKING OF BRANDS ACCORDING TO MEDICAL EXPENDITURE				
Geog. Unit	Year			
Brands	Promotional Expenditures	Share of Promotion	Brand Share	Rank
1. Col.1	Col.2	Col.3	Col.4	Col.5
2.				
3.				
4.				
5.				

S.O.V.—Share of promotion

Fig. 19c
RANKING OF BRANDS PER TYPE OF PROMOTION

Geog. Unit		Year				(000)
PROMOTION III		PROMOTION III		PROMOTION III		PROMOTION IV
Brands	COPIES	Brands	COPIES	Brands	COPIES	Brands
1. Col.1	Col.2	1.		1.		1.
2.		2.		2.		2.
3.		3.		3.		3.
4.		4.		4.		4.

5.		5.		5.		5.	-
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SOP = Start of promotion

[illegible]

Fig. 19d

RANKING PROMOTION TYPES PER BRAND

Geog. Unit	Year		Year		Year		Year	
	Promotional type	S.O.P.	Promotional type	S.O.P.	Promotional type	S.O.P.	Promotional type	S.O.P.
1. Col.1	Col.2		1.		1.		1.	
2.			2.		2.		2.	
3.			3.		3.		3.	
4.			4.		4.		4.	
5.			5.		5.		5.	

S.O.P. = Share of promotion

Fig. e

OVERVIEW OF PROMOTIONAL EXPENDITURE

Type of Promotion	Year		Year		Year		Year	
	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
Col.1								
TOTAL		100		100		100		100
Share of Promotion		100%						

Fig. 19f

PROMOTION INVENTORY				
Geographic unit		Year		
Type of Promotion	Description/ Objective	Effectiveness Ratio %	Cost Efficiency	Brands Using
Col.1	Col.2	Col.3	Col.4	Col.5

Fig. 19g

PROMOTIONAL STRATEGY DEVELOPMENT			
Geographic unit		Year	
CAMPAIGNS	I	II	III
OBJECTIVE	1		
TARGET	2		
TYPE OF PROMOTION	3		
SIZE	4		
BUDGET	5		
TIMING	6		
RATIONALE	7		
SALES TARGET	8		
RESULTS	9		
COMMENTS	10		

Fig. 19h

PROMOTION STRATEGY OVERVIEW

Year								
Geographic Units	Promotion Budget		% of Adv. Budget	Advertising Budget		Campaign I	Campaign II	Campaign III
	\$	%		\$	%			
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
Highest Level								
Total								

Fig. 19i

OVERVIEW OF PROMOTIONAL CAMPAIGNS

OVERVIEW OF PROMOTIONAL CAMPAIGNS							
Geog. Unit	Year						(Units)
Types of Promotions	Campaign Size		SALES TARGETS		BUDGET		SALES / \$10,000
	(000)	\$ / 000	(000)	%	(000)	%	
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8
New Type							
TOTAL				100		100	

Fig. 19j

PROMOTION STRATEGY OVERVIEW								
Geog. Unit		Year						(UNITS)
Types of Promotion	Size of Campaign	Sales Targets			Sales Actual			Budget \$ (000)
		(000)	Response Rate	Unit / \$	(000)	Response Rate	Unit / \$	
Col.1	Col.2	Col.3	Col.4	Col.5	Col.6	Col.7	Col.8	Col.9
TOTAL								

Fig. 19K

RANKING OF PROMOTIONS ACCORDING TO COST EFFICIENCY					
Geog. Unit		Year			(Units)
Types of Promotion	Size of Campaign	Sales (000)	Effectiveness Ratio	Units Sold / \$ 10,000	Budget \$ (000)
1. Col.1	Col.2	Col.3	Col.4	Col.5	Col.6
2.					
3.					
4.					
5.					
6.					

International application No.	
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PCT/US00/24780

A. CLASSIFICATION OF SUBJECT MATTER

IPC(7) : G06F 17/60

US CL : 705/1

According to International Patent Classification (IPC) or to both national classification and IPC

B. FIELDS SEARCHED

Minimum documentation searched (classification system followed by classification symbols)

U.S. CL : 705/1, 10

Documentation searched other than minimum documentation to the extent that such documents are included in the fields searched

Electronic data base consulted during the international search (name of data base and, where practicable, search terms used)
Derwent, EPO, JPIO

C. DOCUMENTS CONSIDERED TO BE RELEVANT

[illegible]

☐ Further documents are listed in the continuation of Box C.

 See patent family annex.

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